

# SYLLABUS

*For*

## **3 YEARS BACHELOR OF BUSINESS ADMINISTRATION PROGRAMME**

*(Revised Syllabus Approved by Academic Council)*



*Dept. of  
Business Administration*

**JUNE, 2018**

**UNIVERSITY OF SCIENCE & TECHNOLOGY, MEGHALAYA**

Techno City, 9<sup>th</sup> Mile, Baridua, Ri-Bhoi, Meghalaya, 793101

# **Syllabus Contents**

**Course: Bachelor of Business Administration**

**Department: Business Administration**

**School: SBUS**

## **About the Department:**

The Department of Business Administration under the school of Business Sciences started its progress in the year 2012 after the establishment of the University of Science & Technology, Meghalaya in the year 2011. The department offers 2 year full time course in Master of Business Administration and 3 year full time course in Bachelors of Business Administration with specialization in Human Resource Management, Finance, Marketing, Entrepreneurship and Agri-Business management. The department also offers the Ph.D programme in Management. The department is committed to groom professionally the students, maintaining discipline, active participation with ethical accountability and effective work culture. It is also emphasized from the department side to encourage for excellence academic record and professional performance, enabling them with professional behaviour and attitude for the competitive market and for the all round development of the students.

## **Academic Focus:**

BBA is an inter-disciplinary approach that focus on professional competency which are required to be absorbed in corporate house as well as to be sound on professional performance. Hence the focus of the department is on imparting quality management education and the course curriculum has been designed keeping in mind industry specific needs. It is based on teamwork and uses a number of pedagogical methods, including the case studies, lectures, group discussion, simulation and integrative exercise. Our curriculum provides students with a lifelong framework of practical and intellectual skills that will serve them throughout their career.

## **Career Scope:**

The curriculum of Business Administration in USTM is designed in such a way that it help in developing and enabling the students in identifying their strength and doing excel on it to sustain in the competitive world, which includes leadership, problem solving, teamwork, effective promotional strategies, identification of entrepreneurial prospects and entrepreneurial attitude etc. The different areas of Business Administration provide a broad range of career scopes to students like in corporate house, research work in corporate house, data analytics, counseling in different organisation, legal advisor in corporate house, banking industry both in nationalized and private sector, motivational speaker, trainer in different organisation, welfare organisation, tea industry, teaching profession, public relation officer, financial institutions, different public sector and government sector organisations, different survey and market research work for different organisation, hospital industry, hotel industry etc. It will be worthy mentioned that Management is one of the subject where National-State level different competitive exam, NET exam and Civil service exam is also conducted along with other subjects.

## **Programme Details:**

Bachelor of Business Administration (BBA) is a 3 year duration programme with six semesters. This programme is consists of basic and required sets of courses like emergence and evolution of management and its allied branches which help the students in understanding programme easily. It also equips the students with professional knowledge which can be applied in their professional life to achieve better performance and result. The course is also having specialisation where students can opt diverse elective courses according to their choice, excellence and interest. The specialisation helps the students in knowing the subject matter more elaborately and deeply along with the emerging trends and changing pattern in the respective fields.

## **Programme Objectives (PO):**

Business Administration tries to understand and develop all aspects of organisation which includes individuals in the form of employees through motivation, leadership, teamwork, network establishment and channelizing all required elements so that growth of organisation,

employees and society can be ensured with proper code of conduct and ethical practices. It also provides a sound platform in students' career.

**PROGRAMME SPECIFIC OUTCOMES (PSO):**

**Programme Name:** BACHELOR OF BUSINESS ADMINISTRATION,

**Programme Code:** BBA

PSO1. It would develop the knowledge and skill related to Management, Finance, Marketing, HR, Business Law and IT.

PSO2. It will help develop the attitude for solving various problems faced in a business enterprise.

PSO3. It will enable them understand the different challenges and opportunities in the different disciplines of management.

PSO4. Development of attitude for teamwork, leadership and learning in a business enterprise

PSO5. It will develop the communication, presentation and business reporting skills.

PSO6. It will enable the students to learn the fundamental application on computers like MS Office, internet, ecommerce, etc.

**Programme Structure:** The BBA programme is a three year course divided into six semesters. The programme is of 144 credits and for the award of degree a student will be required to complete the credits as per the University norm.

Seme ster	Paper Code	Title of the Paper	Distribution of Credits			Distribution of Marks			
			T	P	Total	IA	T	P	Total
I	BBA 101	Business Communication	4		4	30	70		100
	BBA 102	Principles of Management	5		5	30	70		100
	BBA 103	Business Environment	5		5	30	70		100
	BBA 104	Business Economics	5		5	30	70		100
	BBA 105	Computer Fundamental	4		4	30	70		100
II	BBA 201	Human Resource Management	5		5	30	70		100
	BBA 202	Marketing Management	5		5	30	70		100
	BBA 203	Financial Accounting	5		5	30	70		100
	BBA 204	Quantitative Techniques	5		5	30	70		100
	BEV 720	Environment Studies	4		4	30	70		100
	BBA 301	Organizational Behaviour	5		5	30	70		100
	BBA 302	Cost & Management	5		5	30	70		100

III		Accounting							
	BBA 303	Business Law	5		5	30	70		100
	BBA 304	Entrepreneurship and Small Business Management/ Agri Business Management	5		5	30	70		100
	BBA 305	Management Information System	5		5	30	70		100
IV	BBA 401	Financial Management -1	5		5	30	70		100
	BBA 402	International Business/ International Markets	5		5	30	70		100
	BBA 403	Management of Services	5		5	30	70		100
	BBA 404	Enterprise Resource Planning	4		4	30	70		100
	BBA 405	Research Methods	5		5	30	70		100
V	BBA 501	Fundamentals of Production & Operations Management	5		5	30	70		100
	BBA 502	Retail Management/ Knowledge Management/ Stock Market Operation	4		4	30	70		100
	BBA 503 A/B/C	Specialization I (Group A/B/C)	5		5	30	70		100
	BBA 504 A/B/C	Specialization II (Group A/B/C)	4		4	30	70		100
	BBA 505	Project Report	5		5	30	70		100
VI	BBA 601	Strategic Technology Management	5		5	30	70		100
	BBA 602	Market Research/ HRIS/ Mutual Fund or Pinnacle	4		4	30	70		100
	BBA 603	Financial Institutions and Markets	5		5	30	70		100
	BBA 604 A/B/C	Specialization I (Group A/B/C)	4		4	30	70		100
	BBA 605	Specialization II (Group A/B/C)	5		5	30	70		100
	BBA 606	<b>Human Values and Professional Ethics</b>	4		4	30	70		100

**IA**=Internal Assessment; **T**= Theory; **P**=Practical (Lab/Fieldwork/Dissertation/ Project etc.)

Semester	Core Courses (18) 18×5=90 credits	Ability Enhancement Compulsory Course (4) 4×4=16	Skill Enhancement course [SEC] (2) 2×4=8	Discipline Specific Elective [DSE] (4) 4×5=20	Generic Elective [GE] (2) 2×5=10	Mandatory Course on Human values & Professional Ethics (Non credit)
I	Principles of Management	Business Communication				
	Business Environment	Computer Fundamental				
	Business Economics					
II	Human Resource Management	Environmental Studies				
	Marketing Management					
	Financial Accounting					
	Quantitative Techniques					
III	Organizational Behaviour				Entrepreneurship and Small Business Management	
	Cost & Management Accounting				Agri Business Management	
	Business Law					
	Management Information System					
IV	Financial Management -I		Enterprise Resource Planning		International Business	
	Management of Services				International Markets	
	Research Methods					
V	Fundamentals of Production & Operations Management		Retail Management	Advertising And Sales Promotion		
	Project Report		Knowledge Management	Rural Marketing		
			Stock Market Operation	Manpower Planning		
				Compensation Benefits		
				Indian Financial System		
VI	Strategic Technology Management		Market Research	Service Marketing		
	Financial Institutions and Markets		HRIS	E- Marketing		
			Mutual Fund	Change Management		
				Industrial Relation		
				Financial		

				Services		
				Working Capital Management		Human values and Professional Ethics

**DEPARTMENT OF BUSINESS ADMINISTRATION  
UNIVERSITY OF SCIENCE & TECHNOLOGY, MEGHALAYA**

**Course Wise Content for Bachelor of Business Administration programme**

**Semester-I**

<b>Course Code</b>	<b>Title</b>	<b>Credit</b>	<b>Total Marks</b>
BBA 101	<b>Business Communication</b>	<b>4</b>	<b>100</b>
BBA 102	<b>Principles of Management</b>	<b>5</b>	<b>100</b>
BBA 103	<b>Business Environment</b>	<b>5</b>	<b>100</b>
BBA 104	<b>Business Economics</b>	<b>5</b>	<b>100</b>
BBA 105	<b>Computer Fundamental</b>	<b>4</b>	<b>100</b>
<b>Total</b>		<b>23</b>	<b>500</b>

**Paper Code: BBA 101**

**Paper Name: BUSINESS COMMUNICATION**

**Total Credit: 4**

**Course Objectives:** The objectives of this course are: a) To provide an overview of Prerequisites to Business Communication. b) To put in use the basic mechanics of Grammar. c) To provide an outline to effective Organizational Communication. d) To underline the nuances of Business communication. e) To impart the correct practices of the strategies of Effective Business writing.

**Course Outcome:**

CO1. Understand the basic principles and importance of business communication.

CO2. Learn to classify the different types of communication

CO3. Learn and write all the basic business communication formats

CO4. Learn different oral communication skills and deliver in different business environment

CO5. To stimulate the Critical thinking by designing and developing clean and lucid writing skills.

**Course Contents:**

**UNIT 1: INTRODUCTION**

Definitions, Process of communication, Communication Model, Objectives of communication, Principles of communication, Importance of Business communication, Importance of Feedback

## **UNIT 2: TYPES OF COMMUNICATION**

Channels of communication, Types of communication, Dimensions of communication, Barriers to communication, Verbal, Non-Verbal, Formal, Informal communication- advantages and disadvantages

## **UNIT 3: FUNDAMENTAL OF BUSINESS WRITING**

Business Letters: Enquiries and replies, Placing and fulfilling orders, Complaints and follow-up, Sales letters, Circular letters

Application for employment and resume,

Report writing, Notices, Agenda and Minutes of the Meetings, Memos

## **UNIT 4: ORAL COMMUNICATION**

Meaning, nature and scope, Principles of effective oral communication, Techniques of effective speech, Media of oral communication: Face-to-face conversation, Teleconferences, Press Conference, Demonstration, Radio Recording, Dictaphone, Meetings, Rumour, Demonstration and Dramatisation, Public address system, Grapevine, Group Discussion, Oral report, Closed circuit TV, The art of listening - Principles of good listening.

## **UNIT 5: CASE STUDY**

### **SUGGESTED READING:**

1. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
2. Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.



**PAPER CODE: BBA-102**

**PAPER NAME: PRINCIPLES OF MANAGEMENT**

**TOTAL CREDIT: 5**

**Course Objective:** To attained a general level of competence in management and to enable them to act with creative, innovative and entrepreneurial potentials with management tools.

**Course Outcomes:**

CO1. To give students knowledge about basic concept of Management and its importance.

CO2: Students will understand the importance of planning as a primary management function as well as the importance of MBO in today's world.

CO3. Learn and write all the basic business communication formats

CO4. Learn different oral communication skills and deliver in different business environment

CO5. To stimulate the Critical thinking by designing and developing clean and lucid writing skills.

**Course Contents:**

**Unit I: INTRODUCTION**

**(11 hrs)**

Management: Definition, characteristics and nature, Objectives and purpose.

History of Management thought. Management as a science and art. Functions of Management. Role of a manager, Managerial skills.

**Unit II: PLANNING & OBJECTIVES**

**(13 hrs)**

Nature and Purpose of Planning, significance and limitations of planning, Types of plans, steps in planning.

MBO- Definition, the process of MBO, Benefits and weakness of MBO.

**Unit III: ORGANIZING**

**(17 hrs)**

Formal and informal organizations,

Organizational division – the department, organization levels and the span of Management, factors determining an effective span,

Authority and Power: types of power, line and staff concepts, centralization and decentralization.

**Unit IV: STAFFING & DIRECTING**

**(17 hrs)**

Staffing: Definition of staffing, Importance of staffing.

Recruitment: Definition, Sources of man power Recruitment, factors influencing recruitment.

Selection – definition, steps in selection process, selection Test, types of interview.

Induction and placement.

Directing: Concepts and Importance.

**Unit V: LEADERSHIP, COMMUNICATION AND CONTROL (17 hrs)**

Leadership: Introduction, characteristics, importance, qualities & styles, leader and manager.

Communication: Definition, importance, communication process, elements of communication process, formal and informal communication, barriers of communication.

Control: Concept, steps in controlling, importance of control, types of control.

**SUGGESTED READINGS:**

1. Tripathi P C & Reddy P N, Principles of Management, Tata McGraw Hill.
2. Koontzn, H. and O' Donnel C. Essential of Management – Tata MGH.
3. Sherlerkar S A, Modern Business Organization and Management, Himalaya Publishing
4. Bora C, Principles of Management, Kalyani Publishers

**PAPER CODE: BBA-103**

**PAPER NAME: BUSINESS ENVIRONMENT**

**TOTAL CREDIT: 5**

**Course Objectives**

To provide knowledge of the environment in which businesses operate, the economic operational and financial framework with particular application to the transaction of business.

**Course Outcomes:**

CO1. Discuss the supply and demand theory and its impact on business environment.

CO2. Explain the effects of government policy on the economic environment.

CO3. Outline how an entity operates in a business environment.

CO4. Describe how financial information is utilized in business.

CO5. Explain the legal framework that regulates the economic framework of an industry.

CO6. The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.

**Course Contents:**

**Unit I: MEANING AND SIGNIFICANCE OF BUSINESS ENVIRONMENT (13 HRS)**

Components of business environment- external, internal, micro, macro, social, economic, legal, demographic and political (emphasis on economic environment). Importance of Five year plans, merits and limitations, major policies and resource allocation in 10<sup>th</sup> and 11<sup>th</sup> Five year plan.

**Unit II: INTRODUCTION TO INDUSTRIAL POLICY (11 HRS)**

Historical development with emphasis on 1956 policy, Industrial Policy 1991, Licensing policy 1991, Small Scale Industrial Policy 1991, Industrial Policy for North-East. Major Industries in India- Steel, Cement, Textile, Tourism and IT. Industrial sickness- causes and remedies.

**Unit III: FOREIGN TRADE (14HRS)**

Trends in world Trade and problems in developing countries (India). Current EXIM policy, Trend of Trade and Balance of Payment, Trade relations with USA, European Union and SAARC, NAFTA. International economic institution – WTO, WORLD BANK, IMF, ADB.

**Unit IV: OVERVIEW OF INDIAN FINANCIAL SYSTEM (19 HRS)**

Structure and characteristics of Indian Financial System. Reserve Bank Of India- functions and roles of RBI, monetary policy of RBI, techniques of monetary control— bank rate, cash reserve ratio, statutory liquidity ratio, open market operations.

Securities and Exchange Board of India: Organization, Functions and objectives. Commercial banks: functions, roles and structures of commercial banks of India. Cooperative banks—features, type, structure and growth of cooperative banks. Development banks—role and performance of ICICI, IDBI, IFCI, UTI, EXIM bank of India, NABARD.

**Unit V: MONEY MARKET: INSTRUMENTS OF MONEY MARKET (18HRS)**

Call money market in India, commercial bills market (bill of exchange, trade bills, commercial bills, bill rediscounting), treasury bills market (features, types, limitations), commercial paper markets (advantage and framework of Indian commercial paper markets), certificate of Deposit market (features, certificate of Deposit in India).

Basic structure and a brief knowledge on the Institutions of money market including mutual funds. Capital Markets: Significance, dimensions, institutions and structure. Instruments of Capital market—equity/ ordinary shares, preference shares, debentures or bonds.

**SUGGESTED READINGS:**

1. Ashwathapa, K, Essentials of Business Environment, Himalaya Publishing House, 2005.
2. Dutta and Sundaram, Indian Economy, S Chand and Sons, New Delhi, Latest edition.
3. Ray S K, The Indian Economy, Prentice Hall of India, latest edition.
4. M Y Khan, Indian Financial System, Tata McGraw Hill, 5<sup>th</sup>ed or later.
5. R Mathur, Indian Financial System, Sublime Publications, latest edition.

**PAPER CODE: BBA-104**

**PAPER NAME: BUSINESS ECONOMICS**

**Total Credit: 5**

**Course Objectives:** To integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions.

**Course Outcomes:**

CO1. Understand the basics of business economics

CO2. Familiarise with the concept of supply and demand.

CO3. Learn the different laws of production and different types of costs in business

CO4. Acquainted with different types of market and its operation.

CO5. Understand international and inter regional trade, identify and understand various trade theories, analyze the various types of restrictions of international trade.

**Course Contents:**

**Unit 1: INTRODUCTION TO BUSINESS ECONOMICS (10 HRS)**

Economic principles and the practice of management, Role and responsibilities of Business economists

**Unit 2: DEMAND & SUPPLY (20 HRS)**

Demand: Meaning of Demand, Types of demand, Determinants of demand, Demand function, Demand elasticity, Demand forecasting,

Supply: Meaning of Supply, Determinants of Supply, Elasticity of Supply, Types of Elasticity of Supply

**Unit 3: PRODUCTION & COST (20 HRS)**

Production: Factors of Production and their functions, Linear homogenous production

Function: Optimum Input combination, Law of variable proportions and Returns to scale

Economics and diseconomies of scale

Total, average, marginal, long run and short run cost, Opportunity cost

Cost function – Cost – Outputs relationship – managerial uses of cost function

**Unit 4: MARKET (15 HRS)**

Price and output determination under different market structures – Perfect competition, Monopoly, Monopolistic competition, Oligopoly, Price discrimination Profit theories,

Nature of profit, Measurement of profit Business Cycle: Types of business cycle, Phases of business cycle, Managerial Implications of Business Cycle.

**UNIT 5: CASE STUDY**

**(10 HRS)**

**SUGGESTED READINGS:**

1. Indian Economy- Dutta & Sundarm
2. Principles of Economics- M L Sheth
3. Economics- Paul Samuelson
4. Managerial Economics-R. L. Varshney

**PAPER CODE: BBA 105**  
**PAPER NAME: COMPUTER FUNDAMENTALS**  
**TOTAL CREDIT: 4**

**Course Objectives:**

The objective of this course is to help students understand the concepts of computer basics. The course will stress on fundamental knowledge about computer software and hardware, with a practical exposure to Microsoft Office.

**Course Outcomes:**

CO1. Bridge the fundamental concepts of computers with the present level of knowledge of the students.

CO2. Understand the concept of input and output devices of computers and how it works.

CO3. Familiarize with operating systems, peripheral devices, networking, multimedia and internet.

CO4. Understand binary, hexadecimal and octal number systems and their arithmetic.

CO5. This will familiarize the students with the computer and its applications in the relevant fields and also to make them aware of other related papers of IT.

**COURSE CONTENTS:**

**Unit I: (13 HRS)**

Introduction to Computers, Advantages and Characteristics of Computers in Business, History and Generations of Computing, Classifications of Computers, Basic Component and Block Structure of the Computers, Memory devices, Processing units, Types of Usage of Computer in Business, Different Number System, Digital mode of Communications.

**Unit II: (11 HRS)**

Definition of Software, Advantages and Requirement of Software, Classification of Software, Definition of Operating System, Firmware, Application Software and Utility Programs, Introduction to Windows Operating System and Classifications, Introduction to Linux and Unix System and Classifications, Application of Application Software in Trade and Commerce.

**Unit III: (14 HRS)**

Different input Devices and their functionalities, Introduction of Shortcut Keys and their Usages, Introduction of Control Keys and their Usages, Operations of Output devices and their types, Introduction of Basic operations of Computer – preparing document, Filling operations, Photo Formatting and others.,

**Unit IV:****(19 HRS)**

Introduction of Text Editor, Document Editor, Introduction to Microsoft Office Package, Introduction to MS-Word, Application of MS-Word – Mail Merge, Template Documentations, Wizard Applications.

Introduction to Spreadsheet Software, Delimitations of MS Excel Workbook, Applications of Pivot table, Data and Formula Applications, Formatting with Excel Spreadsheet and Others.

Introduction to MS PowerPoint Presentation, Basic Formatting in PowerPoint, Advanced Formatting, Using Templates.

Introduction to Open Office package, application of Office Clac, Office-Presents, Office

**Unit V:****(18 HRS)**

Definition of Network and its applications in business, Definitions and applications of file sharing, Introduction to Internet and their applications in trade practice, Definitions of browsers and their types, Meaning and different type of Pop-up, hand hold utilities, Definition of Internet of Things. Internet Information Services (IIS), Component of User Friendly environment in Web practice.

**SUGGESTED READINGS:**

1. Fundamentals of Computers – V. Rajaraman, PHI.
2. Fundamentals of Information Technology – Deepak Bharihoke, Excel Books.



## Semester –II

Course Code	Title	Credit	Total Marks
BBA 201	Human Resource Management	5	100
BBA 202	Marketing Management	5	100
BBA 203	Financial Accounting	5	100
BBA 204	Quantitative Techniques	5	100
BEV 720	Environment Studies	4	100
<b>Total</b>		<b>24</b>	<b>500</b>

**PAPER CODE: BBA-201**

**PAPER NAME: HUMAN RESOURCE MANAGEMENT**

**TOTAL CREDIT: 5**

**Course Objectives:**

To develop globally competent and socially responsible leaders and entrepreneurs through World-class education.

**Course Outcomes:**

CO1. Acquire knowledge and skills in the field of human resource management and human relations and to comprehend applicability of human resource management principles to situation in global business world.

CO2. Apply the entrepreneurial and management skills for effective business management and acquire employability skills through the practical awareness in the business

CO3. Understand the concept and nature of human resource management and personnel management.

CO4. Analyze the difference between recruitment and selection process

CO5. To give them knowledge about advance concept of HRM strategies, HRM & its various models, Wage & salary administration etc.

CO6. Understand the various training methods and techniques in the business for effective decision making.

**COURSE CONTENTS:**

**UNIT-1: HUMAN RESOURCE MANAGEMENT**

**(15 hrs)**

Introduction and Meaning, Definition, Objectives, Nature of HRM, Need for HRM Approach, Importance of HRM, HRM and Personnel Management, Scope of HRM, Limitations of HRM,

System Approach to HRM, HRM System, Organizational Design, HRM Environment: External Environment & Internal Environment, Jobs and career in HRM.

**UNIT-2: PERSONNEL MANAGEMENT (16 hrs)**

Introduction and Meaning, Definitions, Nature, Objectives, Challenges to Personnel Management, Functions of Personnel Management: Managerial Functions & Operative Functions, Personnel Policy: Factors, Objectives and Principles.

**UNIT-3: RECRUITMENT AND SELECTION (17 hrs)**

Introduction and Meaning, Definitions, Purposes and Importance, Process of Recruitment, Recruitment Policy, Situational Factors Affecting Recruitment, Sources of Recruitment: External Sources & Internal Sources, Methods of Recruitment, Recent Trends in Recruitment. Introduction and Definitions of Selection, Essentials and Significance of Selection, Selection Process.

**UNIT-4: TRAINING (12 hrs)**

Introduction and Meaning, Definitions, Training & Development, Objectives, Need and Importance, Benefits, Steps in Systematic Training Plan, Training Methods and Techniques: On-The –Job Training And Off-the-Job Training, General Principles of Training.

**UNIT-5: PERFORMANCE APPRAISAL (15 hrs)**

Introduction and Meaning, Definitions, Features, Objectives, Benefits and Limitations of Performance Appraisal, Performance Appraisal Process, Methods of Performance Appraisal, Essentials of an Effective Appraisal System.

**Suggested Readings-**

1. C. B. Memoria: Personnel Management.
2. Edwin B. Flippo: Principles of Personnel Management.
3. Shashi K. Gupta & Rosy Joshi: Human Resource Management.
4. Aswathappa K, Human Resource Management, Tata McGraw Hill Ltd, 6th edition, 2011.
5. Pattanayak B, Human Resource Management, PHI Learning Pvt. Ltd. 3rd Edition, 2012.

**PAPER CODE: BBA-202**  
**PAPER NAME: MARKETING MANAGEMENT**  
**TOTAL CREDIT: 5**

**Course Objectives:**

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

**Course Outcome:**

CO1. Understand the framework of the subject, its need and importance.

CO2. Learn about the behavioral aspects of the consumers and understand the different bases of segmentation

CO3. Understand and analyse the different strategies and decisions pertaining to product and price.

CO4. Learn about the different distribution channel strategy and different aspects of physical distribution of products

CO5. Analyse marketing caselets and provide solution to the problems in the case

CO6. Apply contemporary marketing theories to the demands of business and management practice.

**COURSE CONTENTS:**

**Unit I: Introduction (12 hrs)**

Nature and Scope of Marketing – Importance of marketing as a business function and in the economy, Marketing concepts of traditional and modern – Selling vs. Marketing, Marketing Mix, Marketing Environment.

**Unit II: Consumer Behaviour and Market Segmentation (13 hrs)**

Nature, Scope and Significance of consumer Behaviour, Market segmentation concept and importance, Bases for market segmentation.

**Unit III: Product and Price (18 hrs)**

Concept of product, consumer and industrial goods, Product planning and Development, Packaging- Role and functions, Brand Name and Trade Mark, After Sales service, Product life cycle concept, Importance of price in the marketing mix – Factors affecting price of a product/ Service, Discounts and rebates.

**Unit IV: Distribution Channels and Physical Distribution (15 hrs)**

Distribution channels – concept and role, Types of distribution channels, Factors affecting choice of a distribution channel, Retailer and wholesales, Physical distribution of goods, Transportation, Warehousing – Inventory Control – Order processing

**Unit V: Promotion**

**(17 hrs)**

Methods of promotion, Optimum promotion mix, Advertising media- their relative Merits and limitations, Characteristics of an effective advertisement, Personal selling as a Career. Function of a Salesman and Successful sales person.

***Suggested Readings:***

1. Kotler P, *Marketing Management*, Pearson
2. Pillai R S, Bagavathi, *Modern Marketing : Principles and Practices*, S Chand

**PAPER CODE: BBA- 203**  
**PAPER NAME: FINANCIAL ACCOUNTING**  
**TOTAL CREDITS: 5**

**Course Objectives:**

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making.

**Course Outcomes:**

CO1. It explains the general purposes and functions of accounting.

CO2. Helps in understanding the main elements of financial accounting information – assets, liabilities, revenue and expenses

CO3. It helps the students in identifying the main financial statements and their purposes.

CO4. Integrate theoretical and technical accounting knowledge in a business context.

CO5. Exercise judgement under supervision to provide possible solutions to routine accounting problems in straightforward contexts using where appropriate social, ethical, economic, regulatory, sustainability, governance and global perspectives.

CO6. Develop the ability to use accounting information to solve a variety of business problems

**COURSE CONTENTS:**

**Unit I: Meaning and Scope of Accounting (13 hrs)**

Need, Development and Definition of Accounting;  
Book-keeping and accounting.  
Persons interested in Accounting;  
Disclosures, Branches of accounting;  
Objectives of Accounting

**Unit II: Accounting Transactions (16 hrs)**

Accounting Cycle;  
Journal; Rules of debit and credit;  
Compound journal entry; Opening entry;  
Relationship between journal and ledger;  
Rules regarding posting; Trial balance;  
Sub division of journal

**Unit III: Accounting Concepts (18 hrs)**

Accounting concepts and Income measurement;

Capital and Revenue - Classification of Income;  
Classification of expenditure;  
Classification of Receipts expired cost and Income measurement;  
Final Accounts, Manufacturing account, Trading account;  
Profit & Loss account, Balance Sheet, Adjustment entries.  
Concepts on Accounts of Non – Trading Institutions

**Unit IV: Accounting Errors**

**(13 hrs)**

Classification of errors;  
Location of errors;  
Rectification of errors;  
Suspense account;  
Effect on Profit;  
Rectification of Errors;

**Unit V: Depreciation**

**(15 hrs)**

Concept of Depreciation;  
Causes of Depreciation;  
Depreciation and Depletion, Amortization and Dilapidation;  
Depreciation Accounting;  
Methods of Recording Depreciation;

***Suggested Readings:***

1. Maheswari S N, *Financial And Management Accounting* , Sultan Chand
2. Sehgal A &Sehgal D, *Fundamentals of Financial Accounting*, Taxmann.

**PAPER CODE: BBA-204**  
**PAPER NAME: QUANTITATIVE TECHNIQUE**  
**TOTAL CREDITS: 5**

**Course Objectives:**

Understand why statistics are important for making business decisions and demonstrate a sound knowledge of statistical terms Also, they must be able to explain the merits and limitations of various statistical techniques.

**Course Outcomes:**

- CO1. Understand statistical inference in relation to business decision-making.
- CO2. Analyse output from both specialist and general methods
- CO3. Produce quantitative analysis using specialist procedure.
- CO4. Convey the results of quantitative analysis.
- CO5. Solve a range of problems using the techniques covered
- CO6. Conduct basic statistical analysis of data.

**COURSE CONTENTS:**

**Unit I: Introduction to Quantitative Technique (10 hrs)**

Introduction; applications of quantitative techniques in managerial decision making; Classification and Tabulation of data; Diagrammatic and Graphic Presentation of Data.

**Unit II: Measures of Averages and Dispersion (16 hrs)**

Measures of central tendency: Mean, Median, & Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation & Coefficient of Variation (C.V).

**Unit III: Probability Theory (12 hrs)**

Elementary concepts of probability including addition and multiplication theorem, simple problems.

**Unit IV: Operations Research (20 hrs)**

Origin and Development of Operation Research, Phases, Models and Methodology of O.R, Formulation of Linear Programming Problems, solution of LPP by Graphical and Simplex Method.

**Unit V: Theoretical Aspects of Sampling and Forecasting (17 hrs)**

Concepts, definitions and methods related to sampling, Time Series Analysis [Problems are not to be touched only suitable real life examples are to be discussed] , Correlation & Regression Analysis ( concepts)

***Suggested Readings:***

1. Agarwal D R- *Quantitative Methods*, Vrinda Publications (P) Ltd.
2. Srivastava U K, Shenoy G V, Sharma S C - *Quantitative Techniques for Managerial Decisions*, New Age
3. Kalavathy S - *Operations Research*, Vikash Publishing House (P) Ltd.
4. Viswanathan P K - *Business Statistics – An Applied Orientation*, Pearson



**PAPER CODE: EVS-711**

**PAPER NAME: ENVIRONMENTAL STUDIES**

**TOTAL CREDITS: 4**

**Objective of the Paper:**

**(SYLLABUS OF ENVIRONMENTAL STUDIES FOR ALL UNDERGRADUATE COURSES)**

**Unit 1: Multidisciplinary nature of environmental studies**

- Definition, scope and importance.
- Need for public awareness.

**Unit 2: Natural Resources**

- Renewable and non-renewable resources
- a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people.
- b) Water resources: Use and over utilization of surface and ground water, floods, drought, conflicts over water, dams – benefits and problems.
- c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
- d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.
- f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.
- Role of an individual in conservation of natural resources.
- Equitable use of resources for sustainable lifestyles.

**Unit 3: Ecosystems**

- Concept of an ecosystem.
- Structure and function of an ecosystem.
- Producers, consumers and decomposers.
- Energy flow in the ecosystem.
- Ecological succession.
- Food chains, food webs and ecological pyramids.
- Introduction, types, characteristic features, structure and function of the following ecosystems:-

- a) Forest ecosystem
- b) Grassland ecosystem
- c) Desert ecosystem
- d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

#### **Unit 4: Biodiversity and its conservation**

- Introduction: Definition and types – genetic, species and ecosystem diversity.
- Biogeographical classification of India.
- Values of biodiversity – consumptive, productive, social, ethical, aesthetic and optional
- Biodiversity at Global, National and Local levels.
- India as a mega diversity nation
- Hot-spots of biodiversity.
- Threats to biodiversity habitat loss, poaching of wildlife, man-wildlife conflicts.
- Endangered and endemic species of India
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

#### **Unit 5: Environmental Pollution**

- Definition, cause, effects and control measures of :-
  - a) Air pollution
  - b) Water pollution
  - c) Soil pollution
  - d) Marine pollution
  - e) Noise pollution
  - f) Thermal pollution
  - g) Nuclear hazards
- Solid waste Management: causes, effects and control measures of urban and industrial wastes.
- Role of an individual in prevention of pollution.
- Pollution case studies.
- Disaster management: floods, earthquake, cyclone and landslides.

#### **Unit 6: Social Issues and the Environment**

- From Unsustainable to Sustainable development.
- Urban problems related to energy.
- Water conservation, rain water harvesting, watershed management.
- Resettlement and rehabilitation of people; its problems and concerns, case studies.
- Environmental ethics: Issues and possible solutions.
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, case studies.
- Wasteland reclamation.
- Consumerism and waste products.

## Semester –III

Course Code	Title	Credit	Total Marks
BBA 301	Organizational Behaviour	5	100
BBA 302	Cost & Management Accounting	5	100
BBA 303	Business Law	5	100
BBA 304	Entrepreneurship and Small Business Management/ Agri Business Management	5	100
BBA 305	Management Information System	5	100
<b>Total</b>		<b>25</b>	<b>500</b>

**PAPER CODE: BBA-301**

**PAPER NAME: ORGANIZATION BEHAVIOR**

**TOTAL CREDITS: 5**

**Course Objectives:** This course aims to improve students understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance.

**Course Outcomes:**

CO1. To make students understand the basic concept of organization.

CO2. To familiarise students with the basic concept of Organizational Behaviour in general and how people must behave in the organization.

CO3. To give them the knowledge about Contributing discipline and fundamental concept of OB and also about Challenges and Opportunities for OB in today's world.

CO4. To explain students about the Attitude, Values, Perception and Personality which influence organizational behaviour.

CO5. Students get the idea about Motivation and its various theories from this paper. Also about Leadership, functions of leader and its different styles, Leadership Theories

CO6. To enable students to describe how people behave under different conditions and understand why people behave as they do.

**COURSE CONTENTS:**

**Unit I: Introduction**

**(15 hrs)**

Introduction to OB, Contributing discipline of OB,  
Fundamental concept of OB.

Challenges and Opportunities for OB.

Attitude, Values, Personality.

**Unit II: Perception**

**(14 hrs)**

Perception- Concept and Definition.

Process of Perception; Factors influencing perception;

Perception and Individual decision-making,

Shortcuts/ Barriers to Perceptual Accuracy.

**Unit III: Motivation**

**(15 hrs)**

Motivation – Concept, Definition and Components of Motivation.

Process of Motivation.

Motivating employees in Work Place.

Motivation Theories-

Hierarchy of Needs Theory, Theory X & Theory Y and Herzberg's Two Factor Theory.

**Unit IV: Leadership and Learning**

**(16 hrs)**

Leadership – Concepts and Definition

Functions of Leaders,

Different styles of Leadership; Situation for determining choice of Leadership Style.

Leadership Theories.

**Unit V: Groups**

**(15 hrs)**

Group – Concept and Definition of Group and Team

Classification of Group and Stages of Group Formation;

Importance/ Reasons for joining a Group.

Group dynamics – Group decision making, Group structure;

***Suggested Readings:***

1. Prasad L M, *Organisational Behaviour*, Sultan Chand
2. Khanka S S, *Organisational Behaviour*, S Chand
3. Robins S.P. And Decenzo D.A., *Fundamentals of Management*, Pearson education, New Delhi, 5<sup>th</sup> edition, 2009.
4. Luthans F, *Organisational Behaviour*, McGraw Hill Companies, 8th Edition, 1998.

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Newstrom J W , *Organizational Behaviour*, Tata McGraw Hill Z Ltd, 12th Edition, 2009

**PAPER CODE: BBA-302**

**PAPER NAME: COST AND MANAGEMENT ACCOUNTING**

**TOTAL CREDITS: 5**

**Course Objectives:**

This Paper aims at familiarizing the students with the application aspect of accounting and various techniques that are used to obtain accounting information that are used for decision making. The paper explains the concepts of management accounting and elucidates the methods of accounting and control while intends to help the future managers in understanding and utilizing the accounting information effectively.

**Course Outcomes:**

CO1. Express the place and role of cost accounting in the modern economic environment.

CO2. Select the costs according to their impact on business.

CO3. Differentiate methods of schedule costs per unit of production.

CO4. Differentiate methods of calculating stock consumption.

CO5. Interpret the impact of the selected costs method.

CO6. Apply management accounting tools for cost allocation, budgetary control, Performance evaluation, pricing and cost management.

**COURSE CONTENTS:**

**Unit I: Cost Concepts and Cost Objectives (15 hrs)**

Cost and expense, financial accounting and cost accounting, management accounting and cost accounting, evolution of and need for cost accounting. Classification of cost based on elements, function and behaviour, analysis of total cost – preparation of cost sheet.

Basic Concepts & Terms: Cost center and cost unit, profit center and investment center

**Unit II: Accounting for Overhead Cost (12 hrs)**

Classification, Collection, allocation, apportionment and absorption of overheads; need for using estimated overhead rates, treatment of under and over absorption of overheads.

**Unit II: Marginal Costing (14 hrs)**

Basic concepts; Cost-Volume-Profit analysis, differential costing and application of Marginal Costing in managerial decision making.

**Unit IV: Standard Costing (16 hrs)**

Introduction, standard cost and standard costing; advantages and disadvantages, Establishment of standard costs – analysis of Variance – material, labour and overhead

**Unit V: Budget and Budgetary Control (18 hrs)**

Meaning, objectives, merits and limitations – Different Types of Budgets – Zero Based Budgeting

***Suggested Readings:***

1. Jain S P and Narang K L, *Cost Accounting*, Kalyani Publishers
2. Banerjee, *Cost Accounting*, World Press
3. Management Accounting – Principles and practice by R. K. Sharma & Shashi K. Gupta.
4. Elements of costing accounting by Maheshwari & Mittal
5. Cost accounting – Theory and Problems by Maheshwari & Mittal
6. Cost and management accounting by Saxena and Vashisht – text, problems & Solution.

**PAPER CODE: BBA-303**  
**PAPER NAME: BUSINESS LAW**  
**TOTAL CREDITS: 5**

**Course Objectives:**

To give the students orientation about different forms of organizations, functions in organizations, business strategies and environment, along with an exposure to elements of business laws and entrepreneurship.

**Course Outcomes:**

CO1. Acquire knowledge on different mercantile laws.  
CO2. Understand Sources and formation of laws.  
CO3. Describe the process of legislation of law  
CO4. Able to relate to the day to day business activity  
CO5. Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer  
CO6. Acquire problem solving techniques and to be able to present coherent, concise legal argument.

**COURSE CONTENTS:**

**UNIT I: The Indian companies Act,2013 (16 Hrs)**

Definition and characteristics, Formation of Company, Memorandum and Articles of Association, Distinction between M.O.A. and A.O.A., Appointment of Directors, Powers, Duties and liabilities of directors-Meetings-Winding up of company.

**UNIT II: The Sales of Goods Act, 1930 (14 Hrs)**

Definition of Sale, Distinction between Sale and Agreement to sell, Definition: Conditions and warranties- Distinction between both-Doctrine of Caveat Emptor-Exception to the Rule-Unpaid Seller-Rights of Unpaid Seller.

**UNIT III: The Indian Contract Act, 1872 (12 Hrs)**

Definition of Contract-Essentials of a valid contract-Offer and Acceptance-Legal rules regarding offer-Consideration-“No consideration no contract “-Exception to the rule-Capacity of Parties-Consent-Quasi Contract-Breach of contract and remedies.

**UNIT IV: Negotiable Instrument Act, 1881 (13 Hrs)**

Nature, characteristics and kinds of N/I-Comparison between Promissory Note and Bill of Exchange-Presentment- Dishonour of N/I.

**UNIT V: Consumer Protection Act, 1986 (10 Hrs)**

Introduction-Objects-Definition of consumer-Three tier consumer dispute Redressal Mechanism, composition and jurisdiction-Consumer rights.

**UNIT V: CASE STUDY (10 Hrs)**



**Recommended Books:**

1. N.D. Kapoor- Element of Mercantile Law- Sultan Chand.(Main text)
2. Legal Aspects of Business, Akhileshwar Pathak, 3<sup>rd</sup> Edition, Tata McGraw Hill.
3. Avtar Sing, Company Law, Eastern, Lucknow
4. Khergamwala, J.S., The Negotiable Instrument Acts, N.M.Tripathi, Bombay
5. Ramaiyam, A. Guide to the Companies Act, Wadhwa, Nagpur
6. Shah, S.M., Lectures on Company Law, N.M.Tripathi, Bombay
7. Tulisian P.C. Business Law, TMH, N.Delhi.

**PAPER CODE: BBA-304**

**PAPER NAME: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

**TOTAL CREDITS: 5**

**Course Objectives:**

The objective of this paper is to help students understand the importance of entrepreneurship, the need and significance of entrepreneurship development programs and the steps and procedures of preparing a business plan.

**Course Outcomes:**

CO1. Understand the need and significance of entrepreneurship development.

CO2. Will get familiarized with the dynamics of Entrepreneurship Development.

CO3. Familiarize with government policies and procedures for setting up new enterprise.

CO4. Understand myths and misconceptions about entrepreneurship.

CO5. Get familiarized with the sources of funds, the documents required for raising funds, factors of site selection etc.

CO6. Would be able to prepare proper business plan by analysing the market and demand - supply analysis.

**COURSE CONTENTS:**

**Unit-1**

**(18 hrs)**

Concept: Need and Significance of Entrepreneurship Development in Global contexts. Entrepreneurship Development – concepts, Process, Experience and strategies. Dynamics of Entrepreneurship Development. Entrepreneurship Quality / Motivation: The Entrepreneurship – Myths and Misconception, qualities, Characteristics and role demanded of an Entrepreneur, Process of Developing Entrepreneur Qualities.

**Unit-2**

**(18 hrs)**

Enterprise Launching & Resources: Government Programmes, Policies, Incentive and Institutional Networking for Enterprise setting, Steps of setting new Enterprise, Scanning Business Environment, Sensing Business opportunity & Identifying Product.

**Unit-3**

**(14 hrs)**

The Micro, Small and Medium Enterprises Development Act, 2006; Other Legal requirements; Raising of funds, Documents required. Site Selection, Factors of site selection, Sources of site, Advantage of Proper site selection.

**Unit-4**

**(15 hrs)**

Business Plan Preparation – Procedure & Steps, Market Survey & Demand Analysis, Growth, Modernization & Expansion of Enterprise, Business environment of North East India.

**Unit-5**

**(10 hrs)**

Case study

### **Suggested Readings:**

1. Holy/Entrepreneurship: New Venture Creation, PHI
2. Udayamita (in Hindi) by Dr. M.M.P. Akhouri&Dr. S.P. Mishra Published by National Institute of Entrepreneurship and small Business Development, NSIC-PTC Campus, Okhla
3. Entrepreneurship Development by- Dr. S. Moharana&Dr. C.R. Das, Pub. By RBSA publishers, Jaipur
4. Entrepreneurship Development by S.S. Khanna, published by S.Chand& Company Ltd., Ram Nagar, New Delhi
5. Entrepreneurship development by C.B.Gupta& N.P. Srinivasan, Publisher – S.Chand& Sons 1992
6. Entrepreneurship: A Contemporary Approach by Donald K.K. & Richard M. Hodgitis.
7. Entrepreneurship by David H. Holt , Prentice Hall of India.

**PAPER CODE: BBA-305**

**PAPER NAME: MANAGEMENT INFORMATION SYSTEM**

**TOTAL CREDITS: 5**

**Course Objectives:**

To understand the role of information systems in today's competitive business environment and to assess the relationship between the digital firm, electronic commerce, electronic business and internet technology

**Course Outcomes:**

**CO1.** To understand the role of information systems in today's competitive business environment and assess the relationship between the digital firm, electronic commerce, electronic business and internet technology

**CO2.** To understand about the different types of Management Information System, which are being used in different types of organization

**CO3.** To know the overall process of an e-commerce website how they work, what are the payment methods.

**CO4.** Give complete knowledge about scope, nature, benefits and limitation of E-Commerce.

**CO5.** To understand the importance of Management Information System in each and every type of organization.

**CO6.** Provide knowledge about Electronics payments and protocols and other various systems.

**COURSE CONTENTS:**

**Unit-I: MIS- A Framework**

**(12 hrs)**

Information, types of information, dimensions of information, MIS concept, definition, nature and scope of MIS, MIS characteristics, MIS functions, MIS classification

**Unit-II: Application areas of information systems**

**(18 hrs)**

Finance, marketing, manufacturing and personnel, planning for, designing and implementing the MIS, strategic and project planning for MIS, conceptual system design, detailed system design, implementation, evaluation and maintenance of MIS.

**Unit-III: Information system for strategic advantage:**

**(18 hrs)**

Introduction, strategic roles for information system, breaking business barriers, value chain and strategic IS, re-engineering, business processes, improving business quality, the challenges of strategic IS, sustaining strategic success, intranets, extranets, enterprise collaboration system.

**Unit-IV: E-Commerce:**

**(15 hrs)**

Introduction, definition, scope, electronic marketing process, interdisciplinary nature of EC, future of EC, benefits and limitations, driving forces of electronic commerce, impact of EC, EC strategy and implementation, strategic planning for EC, electronic commerce strategy in action, competitive intelligence on the internet, implementation : plans and execution, project and strategy assessment, managerial issue

**Unit-V: Electronic payment system & security Issue:**

**(12 hrs)**

Electronic payments and protocols, security schemes in electronic payment systems, electronic credit card system on the internet, electronic fund transfer and debit cards on the internet, stored value cards and E-cash, electronic check systems, use of firewalls in E- Commerce security.

**Suggested Readings:**

1. Management Information Systems (MIS), Jerome Kanter Prentice Hall of India(PHI)
2. MIS, Laudon&Laudon, PHI
3. MIS, James A. O'Brien, Galgotia Publications 4<sup>th</sup> Edition
4. MIS, D.P. Goyal, McMillan India
5. Electronic Commerce, Efraim Turban, Jae Lee, David King, H. Michael Chung
6. Information systems for Modern Management, Robert G Murdick, Joel E. Ross, James R Claggert, 3<sup>rd</sup> Edition

## Semester –IV

Course Code	Title	Credit	Total Marks
BBA 401	Financial Management -1	5	100
BBA 402	International Business/ International Markets	5	100
BBA 403	Management of Services	5	100
BBA 404	Enterprise Resource Planning	4	100
BBA 405	Research Methods	5	100
<b>Total</b>		<b>24</b>	<b>500</b>

**PAPER CODE: BBA-401**

**PAPER NAME: FINANCIAL MANAGEMENT-I**

**TOTAL CREDITS: 5**

### Course Objectives:

This course is introduced to learn the basics and fundamental issues of Financial Management and also to understand and apply financial concepts with methods of algebra.

### Course Outcome:

**CO1.** It helps the students to signify and evaluate the basic features of financial markets.

**CO2.** The students will be able to Apply the net present value criterion to complex capital budgeting problems.

**CO3.** Helps in Determining a firm's weighted average cost of capital.

**CO4.** Evaluates alternative techniques for analysing opportunities and budgeting capital.

**CO5.** Understanding the basics of the term structure of interest rates and the yield curve.

**CO6.** The students would understand various issues involved in financial management of a firm and hone their skills for making sound financial decisions and policies.

### **COURSE CONTENTS:**

#### **Unit –1: Nature of Financial Management**

**(12 hrs)**

Introduction; finance functions; goals of financial management; risk & return trade off; organisation of finance functions.

#### **Unit –2: Basics of Capital Budgeting**

**(15 hrs)**

Nature of investment decisions; importance of investment decisions; investment evaluation criteria; capital budgeting techniques – NPV, IRR, Payback and accounting rate of return.

#### **Unit –3: Cost of Capital**

**(18 hrs)**

Meaning and significance of the cost of capital; the concept of cost of capital; opportunity cost; component cost of capital: - debt, equity, preference capital, and retained earnings; weighted average cost of capital.

**Unit –4: Capital Structure****(15 hrs)**

Sources of finance; meaning of capital structure; factors influencing capital structure; theories of capital structure: - NI, NOI, MM, and traditional approaches venture capital.

**Unit –5: Working Capital Management****(15 hrs)**

Concepts of working capital; need for working capital; determinants of working capital; computation of working capital; an elementary knowledge of components of working capital management: - cash management, receivables management and inventory management.

***Suggested Readings:***

1. Van Horne/Financial Management & Policy, 12<sup>th</sup> Edition, Prentice Hall of India
2. Financial Management by I. M. Pandey (IMP) – Vikas Publishing house
3. Financial Management – Theory & Practice by Prasanna Chandra (PC) – Tata McGraw Hill
4. Financial Management – Text and Problems by M. Y. Khan & P. K. Jain (KJ), Tata McGraw Hill Publishing Co. Ltd.
5. Management Accounting – Principles and Practice – R. K. Sharma & Shashi K. Gupta – Kalyani Publishers.
6. Financial Management by P. V. Kulkarni & B. G. Sathyaprasad (PVK) – Himalaya Publishing House.

**PAPER CODE: BBA-402**

**PAPER NAME: INTERNATIONAL BUSINESS**

**TOTAL CREDITS: 5**

**Course Objectives:**

This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.

**Course Outcomes:**

**CO1.** Learn to distinguish different market entry strategy in international markets

**CO2.** Understand the different product development and adaptation requirement

**CO3.** Understand the different aspects of international marketing environment with special focus on the international bodies

**CO4.** Learn the basic export finance modes

**CO5.** Obtain the general idea about export & import procedures & documentation

**CO6.** Distinguish the advantages and disadvantages of products and services possess in international marketing in both emerging markets and mature markets.

**COURSE CONTENTS:**

**UNIT 1- International Business (14 hrs)**

Nature, importance and scope; Modes of entry in to International Business; Frame work for analyzing international business environment; Economic, Technological, Socio-cultural, Political and legal environment; International Economic Environment-- International financial system; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO

**UNIT 2- Regional Economic Co-operation and Integration between Countries (16 hrs)**

Different levels of integration between Countries, European Union, NAFTA, ASEAN, EFTA, SAARC, and SAPTA.

**UNIT 3- Multinational Corporations: Conceptual Frame work of MNCs (18 hrs)**

MNCs, Host and Home Country relations, International Technology Transfers: Importance and types, Foreign Technology Acquisition.

**UNIT 4- Foreign Exchange Markets (15 hrs)**

Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication. Foreign Exchange Risk: Transaction exposure, transaction exposure and economic exposure



**UNIT 5- Foreign Investment****(12 hrs)**

Capital flows – types and theories of foreign investment – Foreign investment flows and barriers.  
Recent Developments in International Business: Ecological issues; Social aspects

**Reference:**

1. F. Cherunilum, International Business, PHI New Delhi
2. K. Aswathappa, International Business, Tata McGrawHill, New Delhi
3. F. Adhikary, Manab, Global Business Management, Macmillan, New Delhi
4. Black and Sundaram: International Business Environment, PHI New Delhi. F. Buckley, Ardin:  
The Essence of International Money, PHI New Delhi
5. Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler
6. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi.

**PAPER CODE: BBA-403**

**PAPER NAME: MANAGEMENT OF SERVICES**

**TOTAL CREDITS: 5**

**Course Objectives:**

The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services.

**Course Outcomes:**

**CO1.** Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.

**CO2.** Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.

**CO3.** Understand Consumer Behaviour in Services, Customer Expectations and Perception of Service.

**CO4.** Understand Service Quality and Productivity, Measures of Service Quality, SERVQUAL Scale.

**CO5.** Understand Service Marketing Mix, Service Development and Design etc.

**CO6.** Give complete knowledge on Customer Feedback and service recovery, Service Profit etc.

**COURSE CONTENTS:**

**Unit-1: (12 hrs)**

Nature and Definition of Services, Trends in Services Marketing; Distinctive Characteristics of Services; Classification of Services, Services Marketing Mix, Service Marketing Triangle

**Unit-2: (18 hrs)**

Consumer Behaviour in Services, Customer Expectations and Perception of Service, Customer Satisfaction, Marketing Research in Services, Segmentation, Targeting and Positioning Services, Understanding Customer/ Firm Relationships, Customer profitability Segments, Strategies for Building Loyalty.

**Unit-3: (18 hrs)**

The Service Marketing Mix-Service Development and Design, Communication Mix for services, Pricing of Services, Service Delivery through Intermediaries and Electronic Channels, People in Services, Designing and Managing Service Processes, Balancing Demand and Supply, Physical Evidence in Services.

**Unit-4: (16 hrs)**

Service Quality and Productivity, Measures of Service Quality, SERVQUAL Scale, Gap Model of Service Quality, Improving Service Quality, Strategies for Reducing the Gaps.

**Unit-5: (11 hrs)**

Customer Feedback and Service Recovery, Service-Profit Chain, Service Leadership.

***Suggested Readings:***

1. Services Marketing by ValaerieZeithaml and Mary Jo. Bitner. (Tata McGraw Hill)
2. Services Marketing by Lovelock, Wirtz and Chatterjee. (Pearson Education)

**PAPER CODE: BBA404**

**PAPER NAME: ENTERPRISE RESOURCE PLANNING**

**TOTAL CREDITS: 4**

**Course Objectives:** This paper will enhance the students by giving knowledge which is modern in terms of technology. That means the students will learn the different advanced methods of office work.

**Course Outcomes:**

**CO1.** Impart knowledge regarding how a modern office operates

**CO2.** Understand that due to advancement of scientific and technological devices how office works are performed today in comparison to old and conventional way earlier

**CO3.** Understand that office work has been becoming sophisticated and there is no room to perform the same with leisurely attitude

**CO4.** Understanding the need, benefits and role of ERP

**CO5.** Understand the role of ERP in manufacturing, Retail Sector and CRM.

**COURSE CONTENTS:**

**Unit 1 MRP I**

**(18 hrs)**

- Introduction to MRP I
- Evolution of Material Requirement Planning
- Importance of MRP I
- Factors affecting on materials planning

**Unit 2 MRP II**

**(18 hrs)**

- Introduction to MRP II
- Historical Perspective
- Introduction to Bill of Material
- Understanding the MRP loop

**Unit 3 Introduction to ERP**

**(15hrs)**

- Defining ERP
- Need for ERP system
- Benefits of ERP
- Role of ERP in manufacturing

**Unit 4 Applications of ERP**

**(15 hrs)**

- Role of ERP in manufacturing
- Role of ERP in Retail Sector
- Application of ERP
- Role of ERP in CRM

**Unit 5 Case Study**

**(9 hrs)**

**Text Books**

- Enterprise Resource Planning, Concepts and Practises :By Vinod kr. Garg and N. K venkitakrishnan
- Concepts in Enterprise Resource Planning :By L. L Monk and Brant Wagner

**PAPER CODE: BBA-405**

**PAPER NAME: RESEARCH METHODS**

**TOTAL CREDITS: 5**

**Course Objectives:**

The objective of this course is to develop the research skills of the Students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of Systematic reports.

**Course Outcomes:**

**CO1.** It will enable the students to have a thorough understanding about technicalities that are involved in a research work

**CO2.** Better understanding of general definition of research design

**CO3.** Students would be able to ascertain the overall process of designing a research study from its commencement to the report.

**CO4.** Students will be familiarized with the various ethical concerns in educational research, including those issues that arise while using quantitative and qualitative research

**CO5.** It will also enable the students to delineate the meaning of a variable, and to be able to identify independent, dependent, and mediating variables

**CO6.** Students would be acquainted with the steps in the process of quantitative data collection.

**COURSE CONTENTS:**

**Unit-1: (14 hrs)**

Concept of Research, Significance of research in business, Nature and Scope of Research Methodology, Types of Research, Problem Formulation and Research Objectives ,Research Process: Steps Involved in Research Process.

**Unit-2: (10 hrs)**

Nature of Research Design, Formulation of the Research Design, Classification: Exploratory, Descriptive and Experimental Research design.

**Unit-3: (15 hrs)**

Population, Sample and Sampling, Methods of sampling: Probability and Non-probability sampling methods, Determination of Sample size.

**Unit-4: (18 hrs)**

Types of Data – Primary and secondary data; Methods of Data Collection- Observation, Interview, Schedule & Questionnaire method, Questionnaire Design

**Unit-5: (18 hrs)**

Analysis of Data: Coding, Editing, and Tabulation of Data, Various kinds of Charts and Diagrams used in data Analysis, Techniques for data analysis, Field work and Processing of Survey data, Software packages of data analysis.

*Suggested Reading:*

1. Panneerselvam R., Research Methodology, New Delhi, Prentice Hall of India, latest Ed.
2. Green Paul e., Tull Donald s., Albaum G., Research for marketing decisions, 5<sup>th</sup> ed., New Delhi, Prentice Hall of India
3. C.R. Kothari, Research Methodology: Methods and Techniques, 2009

## Semester –V

Course Code	Title	Credit	Total Marks
BBA 501	Fundamentals of Production & Operations Management	5	100
BBA 502	Retail Management/ Knowledge Management/ Stock Market Operation	4	100
BBA 503 A/B/C	Specialization I (Group A/B/C)	5	100
BBA 504 A/B/C	Specialization II (Group A/B/C)	4	100
BBA 505	Project Report	5	100
<b>Total</b>		<b>24</b>	<b>500</b>

SPECIALIZATION	PAPER CODE	TITLE
<b>MARKETING</b>	BBA - 503 A	ADVERTISING AND SALES PROMOTION
	BBA - 504 A	RURAL MARKETING
<b>HUMAN RESOURCE MANAGEMENT</b>	BBA - 503 B	MANPOWER PLANNING
	BBA - 504 B	COMPENSATION BENEFITS
<b>FINANCE</b>	BBA - 503 C	INDIAN FINANCIAL SYSTEM
	BBA - 504 C	FINANCIAL MANAGEMENT - II (CORPORATE FINANCE)

\*The students will opt for single specialization

**PAPER CODE: BBA-501**

**PAPER NAME: FUNDAMENTALS OF PRODUCTION AND OPERATION MANAGEMENT**

**TOTAL CREDITS: 5**

**Course Objective:** To familiar with the production and operation management concerning planning, design and management of production and quality control.

**Course Outcomes:**

**CO1.** To know about the Facility location selection and also the different layouts of plants for different types of products

**CO2.** To know about the Inventory management, inventory control models, Material management as well as purchasing management and what are the importance of these topics in an organization



**CO3.** To understand the concept of production planning and production control and also the quality standards

**CO4.** To know the concept of Inventory management as well as Materials Management.

**CO5.** Will be able to understand Production Planning, Quality Control and Quality Management.

**CO6.** Will understand the concept of ABC analysis as well as HML Analysis.

### **COURSE CONTENTS:**

#### **Unit I: Introduction to Production and Operation Management (15 hrs)**

- 1.1 Nature of Production
- 1.2 Decision Making in Production
- 1.3 Importance of production Function
- 1.4 Production Management and Operations Management.
- 1.5 Major Process Decision
  - 1.5.1 Make or Buy Decisions
  - 1.5.2 Make or Buy Analysis.

#### **Unit II: Facility – Location and Layout (18 hrs)**

- 2.1 Definition of Layout
- 2.2 Principles of Layout
- 2.3 Types of Layout
- 2.4 Service Facility Layout
- 2.5 Layout Planning
- 2.6 Layout Tools and Techniques
- 2.7 Layout or Building

#### **Unit III: Production Planning, Control and Quality Management (18hrs)**

- 3.1 Production Planning
  - 3.1.1 Factors Determining production Planning Procedures
  - 3.1.2 Production Planning System
  - 3.1.3 Make or Buy Analysis
- 3.2 Quality Control
  - 3.2.1 Types of Control Charts
- 3.3 Quality management
  - 3.3.1 Definition of Quality Management

#### **Unit IV: Inventory Management (17hrs)**

- 4.1 Inventory** – Meaning, definition and Objectives
- 4.2 Inventory control Techniques
  - 4.2.1 ABC Analysis
  - 4.2.2 HML Analysis
- 4.3 Just- In -Time systems (JIT)

#### **Unit IV: Case Study (7 hrs)**

**Text Books:**

1. Aswathappa. K.; Bhat. K. S.: Production and Operations Management, Himalayan Publishing House, New Delhi (2012)
2. Chary, S.N.: Production and Operations Management, TMHCL, New Delhi (2005)
3. Sontakki, C. N: Production Management, Kalyani Publishers New Delhi (2010)

**PAPER CODE: BBA-502****PAPER NAME: RETAIL MANAGEMENT (GENERAL ELECTIVE)****TOTAL CREDITS: 4****Course Objectives:**

To familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions. While the course focuses on the retail industry including retailers of consumer services, the content of the course is useful for students interested in working for companies that interface with retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest.

**Course Outcomes:**

**CO1.** General understanding of the business of retailing

**CO2.** Understand the different types of retail with their advantages and disadvantages

**CO3.** Explain the factors relating to visual merchandising, such as store layouts and presentation

**CO4.** Compare the strategies that are used within the different stages of a product's life cycle

**CO5.** Describe the flow of goods and services in a retail environment (e.g., inventory control, supply chain, and risk management)

**COURSE CONTENTS:****UNIT 1: Introduction to Retailing****(16 HRS)**

Concept of retailing, Evolution of retailing, Functions of retailing, Retail formats and types, Retailing Channels, Importance of retailing, Challenges faced by the retail sector, Retail Industry in India

**UNIT 2: Retail Market Segmentation and Strategies****(18 HRS)**

Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets

**UNIT 3: Retail Operations and Retail Pricing****(18 HRS)**

Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, Pricing strategies

**UNIT 4: Understanding the Retail Consumer****(15 HRS)**

Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making

**UNIT 5: Case Study****(8 HRS)*****Suggested Reading:***

1. Retail Management by S.C. Bhatia, Atlantic Publisher and Distributor, New Delhi
2. Retail Management by Michael Levy, Barton A Weitz and Ajay Pandit, TATA McGraw Hill Publishing Co Ltd, New Delhi
3. Retail Management, Text and Cases, Swapna Pradhan, TATA McGraw Hill Publishing Co Ltd, New Delhi
4. Retail Management by Suja Nair, Himalaya Publishing House, Mumbai

**PAPER CODE: BBA 502**

**PAPER NAME: KNOWLEDGE MANAGEMENT (GENERAL ELECTIVE)**

**TOTAL CREDITS: 4**

**Course Objective:** The objective of the course is to provide the basics of the emerging area of Knowledge Management to students. This course through light on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

**Course Outcomes:**

**CO1.** The objective of the course is to provide the basics of the emerging area of Knowledge Management to students.

**CO2.** To give students general idea about Knowledge management and its definition. Also about scope and significance of Knowledge Management.

**CO3.** To explain students about various Techniques and principles of Knowledge Management along with difficulties in Knowledge Management.

**CO4.** To familiarize students with various terms and understanding about Organizational knowledge, characteristics and components of organizational knowledge –Building knowledge societies- Measures for meeting the challenges of implementing KM programmes.

**CO5.** This course through light on few important concepts as essential of Knowledge management as well as future knowledge management and industrial perspectives.

**COURSE CONTENTS:**

**Unit 1: Overview of Knowledge Management**

Introducing Knowledge Management, Need for Knowledge Management, Valuation of Intellectual Capital, Intellectual Capital: Human vs. Structural Capital, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management

**Unit 2: The Nature of Knowledge**

What is Data, Information, What is Knowledge?, Data, Information, and Knowledge with Examples, Types of Knowledge, Subjective View of knowledge, Objective View of knowledge,

Procedural vs. Declarative Knowledge, Tacit vs. Explicit Knowledge, General vs. Specific Knowledge, Technically vs. Contextually Specific Knowledge, Knowledge and Expertise, Types of Expertise, Types of Knowledge, Codifiability and Teachability of Knowledge, Specificity of Knowledge, Reservoirs of Knowledge, Characteristics of Knowledge

**Unit 3:** Knowledge Management Systems Life Cycle Challenges in KM Systems Development, Conventional Vs KM Systems Life Cycle (KMSLC), Key Differences , Key Similarities, KMSLC Approaches .

**Unit 4:** Technologies to Manage Knowledge

Artificial Intelligence and Understanding Knowledge: Cognitive Psychology , Data, Information and Knowledge , Kinds of Knowledge, Expert Knowledge, Thinking and Learning in Humans , Knowledge vs Intelligence, dumb search, Heuristic search in Knowledge-Based Systems, Knowledge Based Systems for KM, Knowledge Based Systems vs Expert Systems, Advantage and disadvantage of Knowledge Based Systems vs Expert Systems.

**Unit 5:** Knowledge Creation & Knowledge Architecture:

Knowledge Creation, Nonaka's Model of Knowledge Creation & Transformation, Knowledge Architecture , Acquiring the KM System.

References :

- Web Warehousing & Knowledge Management, Mattison: Tata McGraw-Hill.
- Knowledge management: An Evolutionary view, Becerra Fernandez: PHI.
- Knowledge Management, Fernando: Pearson.
- Knowledge Management, B.Rathan Reddy: Himalaya.
- Knowledge Management, Tapan K Panda: Excel.

**PAPER NAME: STOCK MARKET OPERATIONS**

**PAPER CODE: BBA 502 (GENERAL ELECTIVES)**

**TOTAL CREDITS: 4**

**Course Objectives:**

**Course Outcomes:**

**CO1.** Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.

**CO2.** Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.

**CO3.** Student should be able to make an informed judgement about whether or to what extent a financial market satisfies the conditions of an efficient market

**CO4.** To understand the slot the equity market occupies in the financial system.

**CO5.** Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

**CO6.** It will provide knowledge about existence of equity derivative instruments and its buying-selling operation.

**COURSE CONTENTS:**

**Unit 1:** Overview of Securities Market: Organizational structure of Financial System, Functions of Securities Market, Securities Market and Economic Growth, profile of Indian Securities Market, Market Regulation: SEBI Act, 1992 – Securities and contracts regulation Act 1956, Depositories Act, 1996, Reforms to Promote Investor Confidence, Role of IOSCO.

**Unit 2:** Securities Market Intermediaries : Role of Securities Market Intermediaries, Merchant Bankers, Registrars and Share Transfer Agents, Underwriters, Banker to Issue, Debenture Trustees, Portfolio Managers, Syndicate members, Foreign Institutional Investors, Custodians, Stock Broker & Sub Broker, Investment Adviser.

**Unit 3:** Secondary Market Infrastructure & Institutions: Listing & Delisting of Securities, Stock Exchange Trading Mechanism at Bombay Stock Exchange & National Stock Exchange, straight through processing, Direct Market Access, Algorithmic Trading, Demutualization of Stock Exchange, SME Exchange, Share price indices, Compiling Index Numbers and Interpretation.

**Unit 4:** Derivatives Trading, Meaning, Concept and Importance of Forward, Futures and Options – Rating Instrument, Credit Rating Agencies in India, New Financial Instruments, Depository Receipts, ADR, GDR, Indian Depository Receipts, Depository, Depository Participants, Insider Trading, Legal Framework for Investor Protection in India.

**Unit 5:** B.S.E. N.S.E : organizational structure, index construction, sensex, NIFTY, settlement, rolling settlement, pay in and pay out, no delivery period, auction of shares, investor protection fund.

## MARKETING SPECIALIZATION (GROUP A)

**PAPER CODE: BBA-503A**

**PAPER NAME: ADVERTISING AND SALES PROMOTION**

**TOTAL CREDITS: 5**

### Course Objectives:

The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

### Course Outcomes:

**CO1.** Analyze the expanding environment of media and communication techniques.

**CO2.** Assess the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of promotional campaigns.

**CO3.** Develop creative strategies for advertising.

**CO4.** Assess strategic uses of sales promotions.

**CO5.** Plan media strategy, scheduling, and vehicle selection.

**CO6.** Assess strategic uses of sales promotions.

### **COURSE CONTENTS:**

#### **UNIT 1: Fundamentals of Advertising**

**(16 HRS)**

Advertising- Definition, Importance, Functions, Types, Role of advertising in promotion mix, Advertising & Marketing, communication system, Integrated Marketing Communication, Advertising Budget (affordable method, Per unit method, percentage method, competitive parity, task-objective method), Role of Agency and Account Management

#### **UNIT 2: Advertisement Message and Media**

**(15 HRS)**

Setting advertising goals (DAGMAR, AIDA, Hierarchy of Effects), Media Selection, Types Of Media-merits & demerits, Message Design, Advertisement Appeals, Development of advertisement copy, Advertising & Internet, Mobile and related platforms

#### **UNIT 3: Fundamentals of Sales Promotion**

**(18 HRS)**

Nature and importance of sales promotion, its role in marketing, Forms of sales promotions- Consumer oriented sales promotion; trade oriented sales promotion & Sales force-oriented sales promotion.

#### **UNIT 4: Sales Promotion tools & Sales Promotion Program development** **(18 HRS)**

Major tools of sales promotion- samples point of purchase, displays & demonstrations, exhibitions & fashion shows, sales contests & games of chance and skill, lotteries gifts offers, premium and free goods, price packs, rebates patronage rewards, Conventions, conference & trade shows, specialties and novelties, Developing sales promotion programme, pre-testing implementing, evaluation of results and making necessary modifications.

#### **UNIT 5: Case Study**

**(8 HRS)**



**Suggested Reading:**

1. Foundations of Advertising Theory & Practice- S.A. Chunawalla& K.C. Sethia-Himalya publishing
2. Advertising and Promotions-Belch & Celch, Tata McGraw Hill
3. Sales Management – Richard Rstill Edward W. Cundiff

**PAPER CODE: BBA-504A**  
**PAPER NAME: RURAL MARKETING**  
**TOTAL CREDITS: 4**

**Course Objectives:**

The objective is to create awareness about the applicability of the concepts, techniques and processes of marketing in rural context and to familiarize with the special problems related to sales in rural markets. It also helps to understand the working of rural marketing institutions.

**Course Objectives:**

- CO1.** Understand the rural markets and the contemporary issues in rural marketing
- CO2.** Understand rural market distribution
- CO3.** Aware about consumer behavior and trends in rural marketing.
- CO4.** Understand the concept and methodology for conducting the research in rural market
- CO5.** Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.
- CO6.** Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.

**COURSE CONTENTS:**

**UNIT 1: Introduction to Rural Marketing (16 hrs)**

Characteristics and Dimensions of Rural Markets –Importance of rural market- Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.

**UNIT 2: Rural Market Behavior and marketing mix (18 hrs)**

Rural Market Segmentation - Basis and Strategies –Targeting- Consumer Behavior in Rural Markets - Approach to Rural Markets of India – Marketing Mix for Rural Marketing - Product Planning for Rural Products - Pricing Methods and Strategies for Products of Rural Markets Product Management in Rural Markets - Thomson rule of Market Index, Lin-Quest and MICA Rating-Marketing Research.

**UNIT 3: Marketing of Agricultural Products (18 hrs)**

Agricultural inputs and their types-Government effects-challenges- Agricultural marketing-Different Agricultural Marketing Agencies and Institutions- Agribusiness scenario in North East

**UNIT 4: Channels of Distribution & Communication (16 hrs)**

Channels of Distribution : Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Managing physical distribution in rural markets - Storage, warehousing and transportation, Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix - Evaluation of promotional activities

**UNIT 5: Case Study (7 hrs)**

**SUGGESTED READINGS:**

1. Singh, A.K. and Pandey, S- Rural Marketing: Indian Perspective (New Age International Publisher Limited)
2. Prag P A- Rural Diversification (EG Books)
3. Warren M- Financial Management for Farmers and Rural Managers (Blackwell Publishing)
4. Thorner Daniel and Morner Alice- Land and Labour in India (Asia Publishing House)

## HUMAN RESOURCE SPECIALIZATION (GROUP B)

**PAPER CODE: BBA 503B**

**PAPER NAME: MANPOWER PLANNING**

**TOTAL CREDITS: 5**

### **Objective:**

Objective of this paper is to acquaint the students with the concept of Man power planning, Human resource accounting, forecasting techniques and its application in practical world.

### **Course Outcomes:**

**CO1.** To acquaint students with the basic concept of Man power planning along with its need, importance, benefits etc. Also explain them the responsibilities of HR Department in Human Resource Planning function.

**CO2.** To give them the knowledge about various Human resource policies usually adopted in organizations and give them basic ideas about Job Analysis and Job Evaluation along with- how they are related with man power planning.

**CO3.** To make students aware of various strategies regarding man power planning; and methods and Tools for Strategic Human Resource Planning.

**CO4.** To discuss about various functions related with HRP like Recruitment, Selection, Induction, Career Planning, Succession etc.

**CO5.** Also explain about Emerging Trends related to Knowledge management, Innovativeness and Talent Management in HRP.

**CO6.** The outcome of this paper is to give students a very good idea about various concept related to Man power planning and its application in today's competitive environment with the help of few case studies.

### **COURSE CONTENTS:**

#### **Unit: I: Introduction to Human Resource Planning (15hrs)**

Human Resource Planning: Meaning, Objectives and Importance of Human Resource Planning. Responsibilities of HR Department in Human Resource Planning function.

#### **Unit: II: Human Resource Policies, Job Analysis and Job Evaluation (18hrs)**

Meaning, Definition and Objectives of Human Resource Policies; Role of HR Policies in Human Resource Planning, Job Analysis: Meaning, Definition and its relation with HRP. Job Description and Job Specification: Meaning, Objectives. Job Evaluation: Meaning, Objectives and Different methods of Job Evaluation

#### **Unit: III: Human Resource Planning Process and Strategic Human Resource Planning (19 hrs)**

Process and Time Scale of Human Resource Planning, Different methods and techniques used in Demand and Supply forecasting of HRP. Strategic Human Resource Planning: meaning, Definition, Benefits, methods and Tools for Strategic Human Resource Planning.

**Unit: IV: Functions after Human Resource Planning and Emerging trends: (18hrs)**

Recruitment: Meaning, Objectives and Sources. Selection: Meaning, Objectives and Process of Selection. Induction: Meaning and Objectives. Career Planning and Succession Planning: Meaning and Objectives. Emerging Trends: Knowledge management, Innovativeness and Talent Management in HRP.

**Unit: V: Case Study (5hrs)**

Different cases will be discussed on relevant topics of above mentioned subject matter.

*Suggested Readings:*

1. Bhattacharyya D. K.: Human Resource Planning, Exel Publication, 2<sup>nd</sup> edition.
2. Dessler. G., Human Resource Management, Pearson Education Inc, U.S.A., 10<sup>th</sup> edition, 2005.
3. 2. Robins S.P. and Decenzo D.A.: Fundamentals of Management, Pearson education, New Delhi, 5<sup>th</sup>edition, 2009.
4. V.S.P., Managing people, Excel books, New Delhi, 1<sup>st</sup>edition, 2004.
5. Subba Rao, Human Resource Management, Excel Books, New Delhi 3<sup>rd</sup> edition. 2009.
6. Hillier F.S., Introduction to Management Science, Tata McGraw Hill, New Delhi, 2<sup>nd</sup> edition, 2006.
7. Fitz-rnz J. , How to measure Human Resource Management, , Himalaya Publications, New Delhi, 1<sup>st</sup> edition, 2007.
8. Nair S.R. , Management, Himalaya Publications, New Delhi, 1<sup>st</sup>edition, 2010.
9. Rao V.S.P. and Krishna V.H., Management, Excel books, New Delhi, 1<sup>st</sup> edition, 2002.

**PAPER CODE: BBA-504B**

**PAPER NAME: COMPENSATION BENEFITS**

**TOTAL CREDITS: 4**

**Objective of the Paper:**

To understand the various dimensions of Compensation Management and to familiarize the role of various bodies involved in Compensation Management

**Course Outcomes:**

**CO1.** It discusses the Basic structure of compensation and its relation with employees' productivity.

**CO2.** It helps in knowing the administration pattern and mechanism of employees' compensation and other benefits.

**CO3.** It discusses the motivational components of compensation like incentives, ESOP.

**CO4.** It discuss the different structure and components of Executive compensation which helps in giving a structure to organisation compensation.

**CO5.** To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

**CO6.** It discuss the different structure and components of Executive compensation which helps in giving a structure to organisation compensation.

**CORSE CONTENTS:**

**Unit-1: Introduction to Compensation (16 hrs)**

Compensation: Meaning, Definition, Types and Components of Compensation. Objectives and Significance of Employee's Compensation. Relationship between Employee's Compensation and Employee's Productivity.

**Unit-2: Administering Compensation System (17 hrs)**

Different benefits of Compensation system. Individual Bonus schemes, Retirement benefits, Fringe benefits, Preparation of and Basic Calculation of Salary or Wage of employee, Impact of Inflation in Salary.

**Unit-3: Incentives Compensation and Benefits (16 hrs)**

Incentives: Meaning, Objectives and significance of Incentives. Organization wide incentive plans- Profit sharing, stock options, Employee stock ownership plans. Individual and Group Incentive Plans.

**Unit-4: Executive Compensation (18 hrs)**

Components of executive compensation, Executive compensation theories, Relationship between Fixed and Variable pay, Performance measurement in executive compensation, Different criteria of executive compensation.

**Unit-5: Practical or Case Study on Compensation management (8 hrs)**

Different cases will be discussed on Compensation Management of different MNCs.

***Suggested Readings:***

1. Dipak Kumar Bhattacharya (2009), Compensation Management, First Edition, India, Oxford Publications.
2. Dr.Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
3. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
4. Belchor, David W. "*Compensation Administration*", Prentice Hall, Englewood Cliffs. NT.
5. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education
6. Srivastava, S.C., *Industrial Relations & Labour Laws*, Vikas Publishing House (P) Ltd.
7. Singh.B.D:Labour Laws for Managers,ExelBooks,IST,New Delhi,2009

## **FINANCE SPECIALIZATION (GROUP C)**

**PAPER CODE: BBA-503C**

**PAPER NAME: INDIAN FINANCIAL SYSTEM**

**TOTAL CREDITS: 5**

### **Course Objective:**

Financial system of a country is closely related to the economic development. There is drastic change in the functioning of financial system in this era of liberalization, privatization and globalisation. The purpose of including Indian Financial system as a subject is to give a clear understanding and knowledge of Financial system in the present scenario.

### **Course Outcomes:**

**CO1.** Demonstrate knowledge and understanding of the Indian Financial System.

**CO2.** Develop an understanding of the meaning and characteristics of money market.

**CO3.** Gain knowledge of the primary market and the secondary market.

**CO4.** Comprehend and categories the relevance of various banking institutions.

**CO5.** Develop communication and presentation skills for analysis of IFS

**CO6.** Student will be able to understand about the financial intermediaries in India

### **COURSE CONTENTS:**

#### **UNIT-I OVERVIEW OF THE INDIAN FINANCIAL SYSTEM (13hrs)**

Definition and Meaning of the Financial System - Components of the financial System: Institutions, Instruments, Markets, and Services; Functions and Role of financial system; Financial System and Economic Development - Indicators of Financial Development: FR, FIR, NIR and IR.

#### **UNIT-II FINANCIAL SECTOR REFORMS & RBI MONETARY POLICY (15 hrs)**

Financial Sector Reforms: Narasimham Committee Report 1991 and 1998 - Monetary Policy of the RBI: Recent Developments in the Monetary Policy - Monetary Policy Targeting - Transmission Channels of Monetary policy: Interest rate channel, exchange rate channel, asset price channel.

#### **UNIT-III BANKING & NON-BANKING FINANCIAL INSTITUTIONS (16 hrs)**

Commercial Banking: Developments in Commercial banking sector since 1990s –Management of Non-Performing Assets (NPAs); Capital Adequacy Norms, Overview of Development Banking and Non Bank Finance Companies (NBFCs) in India

#### **UNIT-IV FINANCIAL SERVICES (16 hrs)**

Financial services – Importance of financial services, Insurance, Mutual Funds, Lease Finance, Merchant Banking and Credit Rating, Micro Finance and Self Help Group, Financial Inclusion Programme in India

#### **UNIT-V MONEY MARKET AND CAPITAL MARKET (15 hrs)**



Money Market: Structure of Indian Money Market, Recent Development in Indian Money Market, Capital Market: Structure of the Indian Capital Market – Recent Developments in the Indian Capital Market - Interlink between Money Market and Capital Market - Overview of Debt Market in India. Traditional Instruments: Equities, Debentures and Bonds; Hybrid Instruments; Different types of Bonds such as Floating Rate Bonds, Zero interest bonds, Deep Discount bonds, Inverse float bonds

**Reference:**

- 1) Pathak Bharati (2008): The Indian Financial System –Markets, Institutions, and Services, (2nd Edition), Pearson Education, New Delhi.
- 2) Bhole L. M. (2008): Financial Institutions and Markets, Growth and Innovation, Tata McGraw-Hill, New Delhi.
- 3) Khan, M.Y. (2007): Financial Services, Tata McGraw Hill, New Delhi

**PAPER CODE: BBA-504C**

**PAPER NAME: FINANCIAL MANAGEMENT – II (CORPORATE FINANCE)**

**TOTAL CREDITS: 4**

**Course Objectives:**

Provide an in-depth view of the process in financial management of the firm and develop knowledge on the allocation, management and funding of financial resources. It will also help in improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario

**Course Outcomes:**

**CO1.** The students would be able to develop knowledge about the various sources of finance for a corporate organisation.

**CO2.** It would enable the students to understand the various uses for finance in a corporate organization .

**CO3.** It would enable the students in familiarizing with the financial environment of business and financial markets

**CO4.** It would enable the students in developing skills for analysis and interpretation business information.

**CO5.** Will be able to apply financial theory in financing related decisions by using various tools and techniques of financial management.

**CO6.** It would enable in developing skills for various techniques applied for appraisal of capital expenditure decisions in corporate investment decisions as well as working capital management.

**COURSE CONTENTS:**

**UNIT 1: Introduction to Financial Markets (16 hrs.)**

Capital Markets, Primary Market, Basics of capital market mechanism, instruments, financing and rating institutions, and legal environment related to this. Secondary Market, Basics of stock exchanges and their role, regulatory framework, and transactions on stock exchange, Money Markets: Basics of money market mechanism, instruments, institutions, and legal environment related to this.

**UNIT 2: Financial Analysis: Ratio analysis (15 hrs.)**

Liquidity ratios, profitability ratios, turnover ratios, structural ratios etc. Comparative balance sheet, Common size statement analysis, Trend analysis, Sickness prediction

**UNIT 3: Cost of Capital (14 hrs.)**

Calculating Cost of Capital, Calculating Cost of Specific Funds, Calculating Weighted Average Cost of Capital

**UNIT 4: Corporate Investment Decisions (16 hrs.)**

Introduction , Cash Flow Projection, Evaluation Techniques, Evaluation of Lease Contracts, Corporate Restructuring, Mergers and Acquisitions | Types of Mergers | Evaluation of Merger Proposal, Take-over , Amalgamation, Leverage buy-out , Management buy-out

**UNIT 5:Sources of Funds (including regulatory framework) (14 hrs.)**

Types of securities, Issuing the capital in market, Pricing of issue, Valuation of Stocks and bonds, Dividend policy and issue of bonus shares. Capital Structure Decision, Modigliani-Millar proposition I and II, Capital structure theories, Interface with cost of capital.

**REFERENCE:**

1. Brealey R.A., Myers S.C. Principles of Corporate Finance. 6th edition. McGraw Hill. 2000
2. Ross S., R.Westerfield, J.Jaffe. Corporate Finance. Fifth Edition. IRWIN-McGraw-Hill.
3. Copeland T. and Weston J.: Financial Theory and Corporate Policy. 1998
4. Damodaran A. Applied Corporate Finance. Wiley&Sons. 1999
5. Trigeorgis L. Real options. Managerial Flexibility and Strategy in Resource Allocation.The MIT Press. Cambridge. 1999
6. Copeland T., Antikarov V. Real Options: a Practitioner's Guide. Texere. New York. London. 2001
7. Reilly K.F., Brown K.C. Investment Analysis and Portfolio Management. 6<sup>th</sup> Edition. The Dryden Press.

## Semester- VI

Course Code	Title	Credit	Total Marks
BBA 601	Strategic Technology Management	5	100
BBA 602	Market Research/ HRIS/ Mutual Fund or Pinnacle	4	100
BBA 603 A/B/C	Financial Institutions and Markets	5	100
BBA 604 A/B/C	Specialization I (Group A/B/C)	4	100
BBA 605	Specialization II (Group A/B/C)	5	100
<b>Total</b>		<b>24</b>	<b>500</b>

### SPECIALIZATION PAPERS IN BBA (SEMESTER –VI)

SPECIALIZATION	PAPER CODE	TITLE
<b>MARKETING</b>	BBA - 604 A	SERVICE MARKETING
	BBA - 605 A	E- MARKETING
<b>HUMAN RESOURCE MANAGEMENT</b>	BBA - 604 B	CHANGE MANAGEMENT
	BBA - 605 B	INDUSTRIAL RELATION
<b>FINANCE</b>	BBA - 604 C	FINANCIAL SERVICES
	BBA - 605 C	WORKING CAPITAL MANAGEMENT

\*The students will opt for single specialization

**PAPER CODE: BBA-601**

**PAPER NAME: STRATEGIC TECHNOLOGY MANAGEMENT**

**TOTAL CREDITS: 5**

**Course Objective-** Technology has always been intertwined with society's progress but never before, in history, has technology been so visibly linked to improvements in standards of living. The great disruptions have been created by technology in the realm of business. Hence this paper seeks to impart insight into the aspects of technology management in today's business environment and with it, also touch upon issues related to management of intellectual property rights.

**Course Outcomes:**

**CO1.** Identifying and evaluating the impact of relevant changing technology and managing those changes and also to get along with the new technology in the market.

**CO2.** Technology-enhanced approaches for such organizations where Technology is the main competitive advantage in their sectors.

**CO3.** Role of technology in firm's competency as well as to do the competitive assessment for one organization's competitors.

**CO4.** To know how to manage the market changes and to cope up with the changes and to do innovation.

**CO5.** Critically assess and explain key current issues in our understanding of innovation as a field of study.

**CO6.** To study about the Technology Road mapping i.e. how to plan for the future for different types of organization.

### **COURSE CONTENTS:**

#### **Unit 1 Introduction to Strategic Technology Management (18 hrs)**

- Technology & Economic Goals
- Technology Strategy and Core Competence
- Technology Strategy Framework

#### **Unit 2 Elements of Forecasting Change (19 hrs)**

- Forecasting Market Conditions
- Forecasting Technological Change
- Technology Life Cycle
- Managing Innovations within Product Development Cycle

#### **Unit 3 Business Process Reengineering (15 hrs)**

- Evolution of Business and Business Process Re-engineering
- Characteristics & Implications of Re-engineered Process
- Role of Information Technology, Creativity and Human Resources in Reengineering

#### **Unit 4 Acquisition, Transfer and Exploitation of Technology (17 hrs)**

- Research Strategy
- Implementing Technology in Products & Services
- Technology Implementation in Production & Operations
- Acquiring new technology

#### **Unit 5 Case Study (6 hrs)**

#### **Text Books**

- Strategic Technology Management by: Fredrick Betz, McGraw Hill Inc., New York, 1994
- Reengineering the Corporation – A manifesto for business revolution – Michael Hammer and James Champy, Nicholas Brealey Publishing, London, 1993
- Management of Technology by: Terek M. Khalil, McGraw Hill, Boston, 2000

**PAPER CODE: BBA 602**

**PAPER NAME: MARKET RESEARCH (GENERAL ELECTIVE)**

**TOTAL CREDITS: 4**

**Course Objectives:**

This will provide students with an in depth understanding of market research. Students will be involved in a practical application of market research via a group project which will focus on a real company situation. Students will write a research brief, determine the research methodology and conduct interviews and surveys as required.

**Course Outcomes:**

**CO1.** Understand the importance and requirement of market research

**CO2.** Conduct the market research and develop a business report.

**CO3.** Familiar with the different aspects of marketing where research is required.

**CO4.** Overview of Quantitative Decision Making tools and technique.

**CO5.** Communicate research results in written report and oral presentation format

**COURSE CONTENTS:**

**UNIT 1: Marketing Research Dynamics-**

**12 HRS**

Introduction, Meaning of Research, Research Characteristics, Various Types of Research , Marketing Research and its Management, Nature and Scope of Marketing Research , Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information

**UNIT II: Planning the Research Process-**

**14 HRS**

Introduction, Research Process: An Overview, Formulation of a Problem, Research Methods, Research Design, Components of Research Paper

**UNIT III: Research Design**

**15 HRS**

Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process

**UNIT IV:**

**15 HRS**

Sources of data collection and methods; designing questionnaire; measurement of scales, sampling; hypothesis testing; Data Processing and Preliminary Data Analysis

**UNIT V 18 HRS**

Applications of Marketing Research; Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research

**References:**

- Marketing Research Malhotra Dash Pearson
- Research for Marketing Decisions Paul E. Green, Donald S. Tull
- Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall

**PAPER CODE: BBA 602**

**PAPER NAME: HUMAN RESOURCE INFORMATION SYSTEM (GENERAL ELECTIVE)**

**TOTAL CREDITS: 4**

### **Course objectives**

To understand the concept of Human Resource Information Systems and to familiarize the applications of HRIS in Organizations.

### **Course Outcomes:**

CO1. This paper is completely a practical paper to give students the practical knowledge about many Human Resource Functions essential to carry out in an organization.

CO2. To give students the practical knowledge about data management of HRIS

CO3. Give students the understanding about HRIS Process especially on HRIS recruitment, selection and performance appraisal etc.

CO4. To provide understanding related to HRIS - Organization Structure & Related Management Processes.

CO5. The expected outcomes of this paper are like tracking personnel-related HR functions-as for example- employee database, staff planning, recruitment, development, attendance, payroll maintenance etc.

### **COURSE CONTENTS:**

#### **Unit – I**

**14 HRS**

Data & Information needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager EHRM – Objectives – Advantages & Disadvantages.

#### **Unit II**

**16 HRS**

Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.

#### **Unit - III**

**16 HRS**

HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control

#### **Unit - IV**

**18 HRS**

HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data



Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making.

**Unit - V**

**11 HRS**

Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.

**References:**

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
2. Gueutal & Stone, The Brave New World of Her, Jossey-Bass
3. Monk & Wagner, Concepts in Enterprise Resource Planning, Thomson

**Paper Code: BBA 602**  
**PAPER NAME: Mutual Fund**  
**TOAL CREDITS: 4**

**Course Objectives:**

Objective of this paper is to make the students understand the basic concepts of mutual funds, the types and working of the mutual funds industry. It also make the students aware of the pricing, selling and investment management techniques and business ethics in mutual funds.

**Course Outcomes:**

**CO1.** To acquaint with core banking services with use of ICT

**CO2.** It will horn the skills of students to enter into the industry with ready knowledge

**CO3.** Skill development for Mutual fund scheme selection

**CO4.** It will enable students to interpret mutual fund fact sheet

**CO5.** Give knowledge about taxation on different types of MF schemes and Tracking Mutual funds real performance

**COURSE CONTENTS:**

**UNIT -I. Concept and Role of a Mutual Fund**

Mutual fund and its functions. Investment objectives of different kinds of mutual fund products  
Concept of Marking to Market. Concept of unit Capital, Assets under Management, Fund Running Expenses and Net Asset Value Advantages and limitations of mutual fund Concept of closed end funds, open ended funds and interval funds Concept of actively managed funds and passive funds Categorization of mutual fund schemes Developments in the Mutual Fund Industry over the years.

**UNIT- II. Fund Structure and Constituents**

Structure of mutual funds in India, Role of the Sponsor, Trustee and Asset Management Company (AMC) Regulatory provisions with respect to Sponsor, Trustee and AMC, Role and Functions of Service Providers of mutual funds, Payment Aggregators.

**UNIT- III. Legal and Regulatory Environment**

Role of SEBI in regulating mutual funds. Concept of a Self Regulator. Functions of AMFI . AMFI Code of Ethics (ACE) and AMFI Guidelines and Norms for Intermediaries (AGNI) . Due Diligence process for its distributors . Rights and obligations of investors in a mutual fund.

**UNIT-IV. Fund Distribution and Channel Management Practices**

Traditional distribution channels. Alternate Distribution channels of mutual funds. Pre-requisites to be fulfilled to become a distributor of a mutual fund. Commissions and Transaction Charges for mutual fund distributor. . Regulatory requirements governing payment of commissions to distributors. Initial or Upfront and Trail Commissions. SEBI Advertising Code for Mutual Funds

## **UNIT - V. Accounting, Valuation and Taxation**

Net assets of a mutual fund scheme and NAV. Mark to Market as a valuation metric. Total Expenses of Mutual Funds. Accounting and reporting requirements applicable to mutual funds. Valuation process Tax provisions applicable to a mutual fund. **Risk, return and performance of funds:** Performance of equity funds. Performance of debt funds, gold funds and real estate Kinds of returns, such as simple, annualized and compounded returns. SEBI norms regarding return representation of mutual funds in India. Risk in an equity fund, debt fund and other funds (hybrid, gold and real estate).

**PAPER CODE: BBA-603**

**PAPER NAME: FINANCIAL INSTITUTIONS AND MARKET**

**TOTAL CREDITS: 5**

**Course Objective:** To provide an overview of the financial system in India and functioning of various segments of the financial markets and the financial instruments.

**Course Outcomes:**

**CO1.** Understand the Indian banking system and describe the role of regulatory bodies in regulating how banks manage their capital.

**CO2.** Describe different theories of how interest rates are determined and explain the relationship between the term to maturity, risk, and interest rates.

**CO3.** Understand the mechanics and conventions of the foreign exchange market and the motivation of different participants in trading foreign currencies.

**CO4.** Understand the housing finance, lease financing, venture capital financing and to apply in real life scenario

**CO5.** Possess the ability to discuss and write about the links between the theory of financial markets and the reports in the financial press

**CO6.** Communicate and explain specialised technical advice, knowledge and ideas, to professionals and non experts involve with the financial services industry.

**COURSE CONTENTS:**

**Unit-1: Banking Defined**

**(11 hours)**

1.1 Definition of Bank, meaning, types, History of bank in India

1.2 Definition of Customer, Relationship between Banker and Customer Rights of a Bank

1.3 Types of Deposits; Designing of Deposit Schemes; Functions of commercial banks

1.4 Systems of banking- Unit, Branch and Group banking.

**Unit-2 Basic Banking Concepts**

**(18 hours)**

1.1 Bank rate, Prime Lending rate, Repo rate, Deposit rate, Impact of Interest rate

1.2 Bank Financial Statements: Bank Liabilities, Assets, Loans and Advances, Contingent Liabilities

1.3 The Income Statement: Analyzing Banks' Financial Statements

1.4 Performance Indicators; Camels ratings

**Unit-3: Banking Defined**

**(15 hours)**

1.5 Definition of Customer, Relationship between Banker and Customer Rights of a Bank

1.6 Types of Deposits; Designing of Deposit Schemes; Functions of commercial banks

1.7 Systems of banking- Unit, Branch and Group banking.

**Unit -4: Credit Appraisal**

**(18 hours)**

3.1 Purpose and process of Credit Appraisal, Use of Financial parameters

3.2 Defining Credit Risk: Exposure norms, prudential norms, Asset Classification, Income Recognition and Provisioning

3.3 BASEL II principles, Concept of Capital Adequacy.

**Unit-5: Evolution of Financial Services**

**(13 hours)**

4.1 Definition of Non Banking Financial Companies

4.2 Merchant Banking and Regulatory Framework

4.3 Concept of Credit Rating, Rating symbols and Rating framework

4.4 Meaning of Securitization, Features and Types of Securitization

4.5 Meaning of Venture Capital, Features of Venture Capital Finance, Venture Capital Finance Vs. Conventional finance

4.6 Stages and Exit Process of Venture Capital Finance

*Suggested Reading:*

1. Guruswamy, Dr. S, Financial Services, McGraw Hill Publication.
2. Khan, M.Y., Financial Services, TataMcGraw Publication
3. Paul, Justin and Padmalatha, Suresh. Management of Banking and Financial Services, Pearson Education

## **MARKETING SPECIALIZATION (GROUP A)**

**PAPER CODE: BBA-604A**

**PAPER NAME: SERVICE MARKETING**

**TOTAL CREDITS: 4**

### **Course Objective:**

The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

### **Course Outcomes:**

**CO1.** Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.

**CO2.** Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.

**CO3.** Understand Consumer Behaviour in Services, Customer Expectations and Perception of Service.

**CO4.** Understand Service Quality and Productivity, Measures of Service Quality, SERVQUAL Scale.

**CO5.** Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.

**CO6.** Integrate course concepts into individual performance to become better customer service representatives in the service environment.

### **COURSE CONTENTS:**

#### **Unit 1: Introduction to Service management (15 hrs)**

Service concept, service industry, nature of services, characteristics of service, classification, importance, 7ps of services, types of customers

#### **Unit 2: Buyer behaviour in Service setting (18 hrs)**

Concept-Customer expectation, customer perception & customer experience of service, factors affecting buying decision, buyer decision making process, post purchase decision

#### **Unit3: Designing and managing services (17 hrs)**

New service development, Service life cycle, Positioning and differentiation of services, marketing communication, Service delivery channel, branding

#### **Unit 4: Managing Service Quality (18 hrs)**

Customer relationship management, Customer satisfaction, SERVQUAL, GAP model, customer delight, service failure and recovery, services and technology

#### **Unit 5- Case study (7 hrs)**

### **Suggested Reading**

1. Lovelock C, Service Marketing, Pearson Education

2. Venugopal V/ Raghu V N, Services Marketing, Himalaya Publishing House
3. Apte G, Service Marketing, Oxford University Press
4. Jha S M, Service Marketing, Himalaya Publications

**PAPER CODE: BBA-605A**  
**PAPER NAME: E-MARKETING**  
**TOTAL CREDITS: 5**

**Course Objective:**

The objective of this course is to provide students with the basic knowledge of E-Marketing. The course will stress on the concepts of how a business can be operated through electronic forms and the various issues related to e-marketing.

**Course Outcomes:**

**CO1.** Remember the definition and understand the objectives & features of E-Marketing.

**CO2.** Analyze the problems in E-Marketing.

**CO3.** Understand the types of e-market and e-customers.

**CO4.** Understand the basic concepts of E-Commerce, Electronic Payment System and the security issues associated with it.

**CO5.** Understand the concepts of Social Media Marketing, Pay-per-click advertising, SEO etc.

**CO6.** Describe in detail the implementation of an e-marketing plan, including the management of necessary internal organisational change.

**COURSE CONTENTS:**

**Unit 1: Introduction**

**(18 hrs)**

Objectives, Definition, History and, Features of E-Marketing, Definition of E-Marketing, History of E-Marketing, Features of E-Marketing, E-marketing: Scope, Benefits and Problems, Scope of E-Marketing, Benefits of E-Marketing, Problems in E-Marketing, E-marketing Techniques, Internet Marketing, Digital Marketing and E-marketing

**Unit 2: Components of E-Marketing**

**(16 hrs)**

Objectives, Importance, Customers/Buyers (Impulsive, Patient and Analytical Sellers and Products), Infrastructure (Building a Product System), Intermediaries, Other Business Partners, Support Services, Digital Products.

**Unit 3: E-Customers and E-Market**

**(18 hrs)**

Definition of E-Customers, Dealing with Customers' Motivations and Expectations, Fears and Phobias of Online Customers, Online Buying Process, Types of E-Market - Introduction, Objectives, Definition of E-market, E-Malls, E-Storefront, E-Marketplace

**Unit 4: E-Marketing Tools**

**(16 hrs)**

E-Mail Marketing, Creating a Website, Social Media Marketing, Pay-Per-Click Advertising, Search Engine Optimization or Paid Search Engine Listing Search Engine Marketing, Blogging and Classified Advertising

**Unit 5: Case Study**

**(7 hrs)**



**SUGGESTED READING:**

1. Balaguruswamy, E. Fundamentals of Computers (McGraw Hill Education)
2. Goyal, D.P. MIS, McMillan India
3. Rajaraman, V. Fundamentals of Computers, Prentice Hall of India

**HR SPECIALIZATION (GROUP – B)****PAPER CODE: BBA-604B****PAPER NAME: CHANGE MANAGEMENT****TOTAL CREDITS: 4****Course Objective:**

This course is geared toward deepening your understanding of the challenges, the techniques, and the problems associated with initiating and implementing major change in an organization. Throughout the course, the objective will be to prepare managers to meet the challenges of organizational change successfully.

**Course Outcomes:**

**CO1.** Explain the relevance of a range of change management approaches and models to a variety of situations where appropriate by identifying, apply a range of skills relevant to the change management process

**CO2.** Understand and use negotiation tactics and also learn to resolve conflict inside the organization

**CO3.** Use diagnostic tools and models to explore underlying organizational and behavioral issues that may affect the change process

**CO4.** Display a clear understanding of the role of ‘change agents’ and its applicability in organizational settings

**CO5.** Understanding cultural differences is critical for the success of an organization worldwide as there are roles played by culture that influences talent management strategies and practices at workplace

**CO6.** Understanding cultural differences is critical for the success of an organization worldwide as there are roles played by culture that influences talent management strategies and practices at workplace

**COURSE CONTENTS:****Unit I: INTRODUCTION TO CHANGE MANAGEMENT (12hrs)**

Organisational Change: Meaning, Objectives, Needs, Effectiveness and Development. Theories of Planned Change: Lewin's Change Model and Action Research Model. Role of Management in Change Management.

**Unit II: ELEMENTS AND FACTORS OF CHANGE MANAGEMENT (20 hrs)**

Different Elements of Organisation for Change: Structure, Culture, Technology, Strategies, Leadership. Skill of Change Agent: Meaning, Types and Competencies required to Change Agent. Power and Politics in Change Management.

**Unit III: PROCESS OF CHANGE MANAGEMENT (20 hrs)**

The Process of Change Management. The process and importance of Empowerment, Organisational Learning, Creativity and Innovation, Conflict and Negotiation, Inter group behaviour and Collaboration in Change Management process.

**Unit IV: NEW ERA OF CHANGE MANAGEMENT (16hrs)**

Business Ethics and Corporate Governance, Gender Issues and Cross Cultural Dynamics in Change Management. Concept of Team Work in Change Management Process.

**Unit V: CASE STUDY (7 hrs)**

Different cases will be discussed on above mentioned Change model and other relevant concept of Change Management.

**SUGGESTED READINGS:**

1. French, W.E. and Bell, C.H.: organizational Development, PHI
  2. Daft. R. L.: Organisational Theory, Change and Design, Cengage Learning.
  3. Rao, S.R. etc: Effective Organisation and Social Values, Sage
  4. Khandawalla, P.N.: organizational Design for Excellence, Tata Mc. Graw Hill.
  5. Felkins P. K., Chakiris B. J. and Chakiris K. N.: Change Management, Quality Resources
  6. Srivastava B: Organisation Design and Development, Biztantra, 1st edition, New Delhi, 2007
  7. Jones G.R and Methew M: Organisational Theory Design and Change, 5th edition, New Delhi, 2007
-

**PAPER CODE: 605B**  
**PAPER NAME: INDUSTRIAL RELATION**  
**TOTAL CREDITS: 5**

**Course Objective:**

The course helps the student understand and apply the concept of industrial relations and the system in which it operates.

**Course Outcomes:**

**CO1.** It gives the idea on labour market of India more specifically about Indian labour, Employment trend of Indian Labour.

**CO2.** It also facilitates in getting understanding that how worker's organisation and Employers' organisation can play role in establishing as well as in defining Industrial relations.

**CO3.** It discusses why disputes arise in organisation and how these can be controlled.

**CO4.** It helps in having a better understanding that how industrial disputes can be settled at different stages and why introduction of Labour welfare is important.

**CO5.** It helps in knowing the different organisations who works as regulatory mechanism with workers.

**CO6.** It gives the idea on different techniques that are practiced by different corporates in handling different labour issues.

**COURSE CONTENTS:**

**Unit I: Introduction (13 hrs)**

Industrial Relations: Meaning, nature, scope, functions. Industrial Labour in India: Growth, Characteristics of Indian Labour, Employment trends. Bargaining Agents: Trade union and Employer's organisation, Trade Union: Meaning, Function and Problems.

**Unit II: Industrial Unrest and Settlement of Industrial Disputes (18 hrs)**

Industrial Dispute: Concept, Causes, Types, Tools and Techniques for settling Industrial Dispute in the hands of workers. Statutory provisions for Settling Industrial Dispute: Conciliation, Arbitration and Adjudication. Bipartite and Tripartite Negotiations.

**Unit III: Promotion of Industrial Peace (20 hrs)**

Collective Bargaining: Meaning, Types and Role in maintain Industrial Peace. Workers Participation in Management: Meaning, Levels or Types. Role of Workers' Education in Industrial Relation and Industrial Peace. Labour Welfare: Meaning, Types and its Importance. ILO: Concept and its function.

**Unit IV: Labour Laws in Industrial Relation (17 hrs)**

Labour Law: Meaning, Types and its role in Industrial Relation. Basics of The Factories Act, 1948 and The Industrial Dispute Act, 1947.

**Unit V: Different cases will be discussed on the above mentioned subject matter (7 hrs)**

***Suggested Readings:***

1. Mamoria&Mamoria, *Dynamics of Industrial Relations in India*, Himalaya Publishing House
2. Venkataraman, C.S, *Indian Industrial Relations*, National Institute of Personnel Management
3. Monappa: *Industrial Relations*, Tata McGraw Hill
4. Ivancvich, J.M: Human Resource Management, Tata McGraw-Hill Publication, 10<sup>th</sup> edition, 2008
5. Rao, V.S, Krishna, V.H: Management, Excel Books, 2002
6. Dessler, G: Human Resource Management, Pearson Education, 10<sup>th</sup> edition, USA, 2005
7. Singh, B.D: Labour Laws for Managers, Exel Books, IST, New Delhi, 2009
8. Kapoor. N.D: Handbook of Industrial Law, S. Chands Son, 13th edition, New Delhi,2008
9. Singh. B.D: Industrial Relations and Labour Laws, Exel Book, IST, New Delhi, 2008
10. Sinha, P.R.N and Sinha, I.B: Industrial Relations Trade Union and Labour, Pearson Education, IST, New Delhi, 2008.

## FINANCE SPECIALIZATION (GROUP – C)

**PAPER CODE: BBA-604C**

**PAPER NAME: FINANCIAL SERVICES**

**TOTAL CREDITS: 4**

### ***Course Objective:***

To acquaint the students with innovative financial services to meet the requirements of both the corporate and individual customers

### **Course Outcomes:**

**CO1.** Exercise informed commercial judgment within a professional setting which emphasizes ethical and responsible decision making.

**CO2.** A capacity to integrate technical and conceptual knowledge, and interpersonal skills to work effectively within the Financial Services Industry.

**CO3.** Think critically and creatively to identify better solutions within business constraints allowing to acquire and synthesize information within a complex professional setting.

**CO4.** Communicate and explain specialized technical advice, knowledge and ideas, to professionals and non-experts involved with the Financial Services Industry.

**CO5.** Reflect upon work practices, conceptual frameworks and performance feedback and action ongoing professional development.

**CO6.** Explain and define the nature of the financial services industry with respect to providing personal planning services.

### **COURSE CONTENTS:**

#### **Unit-1: Introduction to Financial Service (12 hrs)**

- 1.1 An overview of the Financial services industry
- 1.2 meaning, definition, types of financial service
- 1.3 various services offered by financial service industry in India
- 1.4 challenges faced by Financial services industry in India

#### **Unit-2: MERCHANT BANKING (15 hrs)**

- 2.1 meaning of merchant bank, merchant bank vs commercial bank
- 2.2 services offered by merchant bank
- 2.3 Role of merchant banker in issue management – opportunities and challenges
- 2.4 Regulatory framework and SEBI guidelines on merchant banking activities
- 2.5 Strategies for pricing, packaging and marketing an issue.
- 2.6

#### **Unit-3: LEASING FINANCING (18 hrs)**

- 3.1 Introduction, concept and classification of lease financing
- 3.2 Lease documentation, legal aspect and tax aspect,
- 3.3 Financial evaluation, lease v/s hire purchase
- 3.4 Financial risk management
  - 3.4.1 Technique and hedging instruments
  - 3.4.2 Hedging using financial futures and options

**Unit-4: FACTORING**

**(15 hrs)**

- 4.1 Concepts and forms function of a factor
- 4.2 Legal aspect and evaluation of factoring
- 4.3 Factoring vis-à-vis forfeiting
- 4.4 Venture capital, nature, scope and regulatory framework
- 4.5 Venture capital investment process, evaluation criteria, limitation, future of venture capital in India.

**Unit-5: MUTUAL FUNDS**

**(15 hrs)**

- 5.1 Importance of Mutual Funds, Types of Mutual Funds
- 5.2 Organization of firm, Facilities available to investors
- 5.3 Recent reforms in Mutual Funds, Selection of Funds
- 5.4 Scenario of Mutual Funds in India – Problems and Future prospects

**SUGGESTED READINGS:**

1. Khan, M.Y., Financial Services, Tata Mc.Graw Hill
2. Gurusamy, Dr.S., Financial Services and Markets, Thomson
3. Pathak, Bharati V., Indian Financial System, Pearson Education

**PAPER CODE: BBA-605C**

**PAPER NAME: WORKING CAPITAL MANAGEMENT**

**TOTAL CREDITS: 5**

**Course Objective:**

The objective of the course is to acquaint the students with the importance of the working capital and techniques used for effective working capital management.

**Course Outcomes:**

**CO1.** The course would enable the students to Identify and summarize the essential theories and concepts of modern working capital Management. Constitute a comprehensive introduction to basic concepts of working capital management.

**CO2.** The course would enable the students to apply the theories learned to the real world and use them in short-term financial decision makings.

**CO3.** This course would enable the students to apply corporate cash management, bank relations, Credit policy, credit appraisal and accounts receivable management into real life situations

**CO4.** This course would enable the students to understand and apply inventory management techniques into real life situations of the enterprise.

**CO5.** This course would enable the students to understand and apply cash management techniques into real life situations of the enterprise.

**CO6.** Sources of financing working capital of business organization in todays context.

**COURSE CONTENTS**

**UNIT 1- Introduction to Working Capital: (13HRS)**

Operating Cycle, Production Cycle, Distribution Cycle, Pipeline Inventories, Factors determining Working Capital Requirements, Importance of Optimum Working Capital, Working Capital Policy and Management, Profitability v/s Liquidity. Types of Working Capital: Permanent-Temporary, Financing Working Capital, Working Capital Monitoring and Control.

**UNIT 2- Working Capital Estimation: (15 hrs.)**

Estimation Procedure, Working Capital Based on Operating Cycle, Different Components of Working Capital, Estimation of Working Capital Requirements.

**UNIT 3- Management of Cash and Marketable Securities: (15 hrs.)**

Cash Management, Factors Affecting Cash Needs, Cash Budget, Control Aspects, Managing The Float, Investment of Surplus Cash.

**UNIT 4- Receivables Management: (16 hrs.)**

Costs And Benefits of Receivables, Credit Policy, Credit Evaluation, Credit Control, Factoring and Receivables Management, Forfeiting, Evaluation of Credit Policies.

Inventory Management: Types of Inventories, Cost of Maintaining Inventory, Techniques of Inventory Management, Risks in Inventory Management.

**UNIT 5- Financing Of Working Capital:**

(16 hrs.)

Types Of Spontaneous Sources, Trade Credit, Commercial Paper, Annualized Cost Of Financing, Types Of Bank Credit, Other Sources of Short Term Financing, Regulation of Bank Credit In India.

**REFERENCE:**

1. I. M. Pandey, Financial Management, Noida: Vikas Publishing House Private Ltd, 2010.
2. Prasanna Chandra, Fundamentals of Financial Management, New Delhi: Tata McGraw Hill, 2007.
3. V. K. Bhalla, Working Capital Management: Text and Cases, New Delhi: Anmol Publisher, 2008.
4. M .Y. Khan and P. K. Jain, Financial Management - Text, Problems and Cases, New Delhi: Tata McGraw Hill, 2009



**PAPER CODE: BBA 606**

**PAPER NAME: HUMAN VALUES & PROFESSIONAL ETHICS**

**Course Objectives:**

To enable students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings. And to facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of existence.

**Course Outcomes:**

**CO1.** The students identify the importance of human values and skills for sustained happiness.

**CO2.** The students strike a balance between profession and personal happiness/ goals.

**CO3.** The students realize/ explain the significance of trust, mutually satisfying human behavior and enriching interaction with nature.

**CO4.** The students develop/ propose appropriate technologies and management patterns to create harmony in professional and personal life

**COURSE CONTENTS:**

**UNIT -1:** Business Ethics: Introduction, Business Ethics and Management, Business Ethics and Moral Obligations; Corporate Social Responsibility; Corporate Governance; Report of the Kumar Mangalam Birla Committee on Corporate Governance; Role of Media in Ensuring Corporate Governance;

**UNIT 2:** Ethical Issues related with managers; Secular versus Spritual Values in Management, Work Ethics, Stress at Workplace

**Unit 3:** Relevance of Values in Management; Gandhian Approach in Management and Trusteeship; Social Values and Political Environment

**Unit-4: Indian Ethos:** Values and Ethics; Requisites for Ethics Globally

**UNIT 5:** A Holistic Management System; Management in Indian Perspective

**REFERNCES:**

1. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. A Nagraj, 1998, Jeevan Vidya ek Parichay, Divya Path Sansthan, Amarkantak.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991

5. PL Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Purblishers.
6. A.N. Tripathy, 2003, Human Values, New Age International Publishers
7. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen(Vaidik) Krishi Tantra Shodh, Amravati.
8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome’s report, Universe Books.
9. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers , Oxford University Press
10. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd
11. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
12. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

